

Alexia	3422	Indonesia	98100	Portugal	100000
Bahrain	24660	Iran	82150	Spain	164200
Belgium	32760	Italy	131600	Switzerland	504200
Ceylon	10000	Japan	245200	United Kingdom	336200
Denmark	104900	Korea	190000	USA	500000
France	152250	Libanon	142200		
Germany	184200	Malaysia	100000		
Greece	100000	Mexico	100000		
Hong Kong	100000	Norway	100000		
India	100000	Poland	100000		

FINANCIAL TIMES

Looking beyond the Welfare State, Page 19

EUROPE'S BUSINESS NEWSPAPER

No. 30,452 Monday February 1 1988 D 8523 A

World News Business Summary

Ford UK strike called off by unions

The strike at Ford UK due to begin today was called off late last night when unions agreed to recommend a peace formula to members after seven hours of talks with management.

EC and US near deadlock on Airbus

AIRBUS: US-EC attempts to resolve a dispute over government subsidies to the European aircraft consortium are near deadlock after hardening of the US position in Geneva talks.

Fresh violence hits Israeli hopes of breathing space

BY ANDREW WHITLEY IN JERUSALEM

A FRESH WAVE of violence in the Israeli-occupied territories over the weekend has dashed government hopes of a breathing space to pursue new diplomatic moves under discussion in Jerusalem and Washington.

Likud were at one during the Cabinet meeting in responding positively to the latest US moves, welcoming the signs of a greater readiness by the Reagan Administration to become involved in the deadlocked "peace process".



Waldheim faces fresh allegation

West German magazine Der Spiegel today publishes what it claims to be an authentic document which is alleged to show that President Kurt Waldheim of Austria was involved in the deportation of thousands of Yugoslav partisans to the concentration camps in 1942.

European Monetary System

The lira lost ground against its EMS partners last week. The Bank of Italy sold small amounts of D-Marks at the Milan stock exchange to attempt to restore confidence which had been dented by Government difficulties in steering its budget through Parliament.

Turkey and Greece pledge joint action to settle differences

BY WILLIAM DULLFORCE IN DAVOS

TURKEY and Greece, the two Nato nations which only last year came close to military confrontation over oil exploration rights in the Aegean, may have turned a page of history yesterday when their prime ministers agreed on concrete measures to resolve the countries' perennial tensions.

Venezuela returns to capital markets

By Joseph Mann in Caracas and Alexander Nicoll in London

VENEZUELA plans to make a \$100m Eurobond issue this week, returning to the international capital markets for the first time since the debt crisis struck Latin America in 1982.

East Germans fill churches in rights protest

BY LESLIE COLTIN IN EAST BERLIN

NORMALLY half-deserted East German Protestant churches were packed at the weekend with citizens who attended services protesting the planned sentencing in East Berlin today of three civil rights activists.

British merger vote

Britain's Social Democratic Party voted 273 to 28 to merge with the fellow middle-ground Liberal Party.

Middle East talks

Egyptian President Hosni Mubarak and King Hussein of Jordan flew to Paris and Rome respectively with plans to discuss Middle East peace proposals with European leaders.

SEC report to rekindle debate on post-crash equity market

BY LIONEL BARBER IN WASHINGTON AND JANET BUSH IN NEW YORK

THE US political debate on last October's stock market crash and the need for market reform will gain fresh impetus this week when two Congressional committees begin public hearings and the Securities and Exchange Commission releases its long-awaited report.

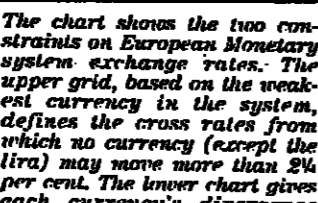
Expand the scope of your international investments

Industriekreditbank AG - Deutsche Industriebank (IKB) is a unique West German private commercial bank that funds its multiple lending activities to a considerable degree by issuing its own long and medium-term securities.

Indian rebels kill 31

Tribal rebels killed 31 people ahead of elections in India's remote northeastern state of Tripura.

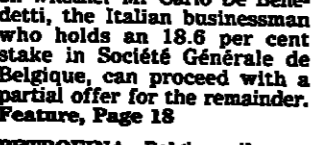
EMS Jan. 29, 1988



Iraq attacks ships

Iraq said its jets attacked two ships near the Iranian coast and a Panamanian-registered cargo vessel was abandoned on fire 60 miles north of Bahrain.

EURO DIVERGENCE



Soviet plant protest

Residents in the Soviet city of Kazan held protest meetings and marches, forcing authorities to reconsider a plan to build a chemical factory in the area.

Gdansk march

Several thousand Solidarity supporters marched through Gdansk, as Lech Walesa and other leaders of the outlawed trade union demanded the withdrawal of price rises announced by the government.

Spain's ETA split

Spain is divided over whether to accept an offer by the Basque separatist group ETA for a ceasefire in return for negotiations.

Bukharin published

A Soviet Communist Party journal published a speech criticizing Stalin by Bolshevik revolutionary Nikolai Bukharin 50 years after his disgrace and execution.

Libya denies IRA link

Libya denied it was involved with a huge Irish Republican Army arms cache found last week on a deserted beach in Ireland.

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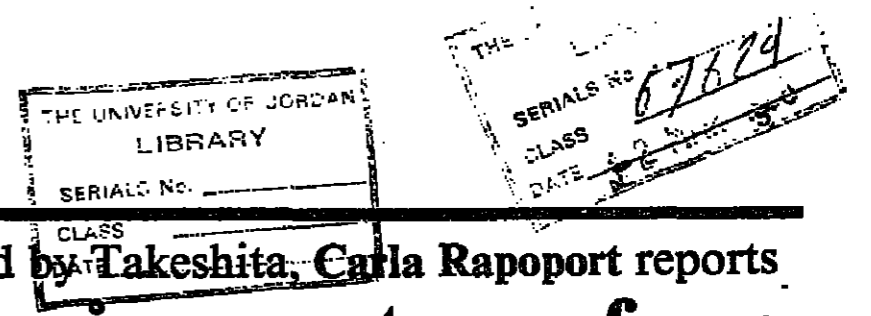
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Tokyo: Japan takes up arms again over tax reform
Anthony Harris: Don't forget King Canite
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Societe Generale de Belgique Changing the old order
Lex: Dampening the urge to merge; Unit trusts
Management: Why Nissan saw unity fail in single union deal
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IKB's main shareholders are prominent German banking and insurance institutions as well as industrial corporations. The supervisory board includes a representative of the Federal Government.
The Bank specializes in providing mortgage-backed medium and long-term credits up to ten years and longer at fixed interest rates, especially to medium-sized firms. Its clientele includes more than 6,000 corporate borrowers. IKB is Germany's only nationally operating bank that lends exclusively to corporations.
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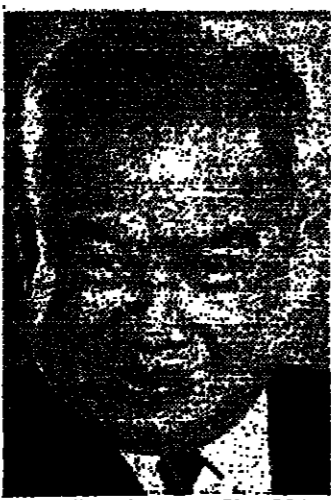
50 من الأصل



Sihanouk move leaves Peking embarrassed

BY ROBERT THOMSON IN PEKING

THE RESIGNATION of the unpredictable Prince Norodom Sihanouk as leader of the Kampuchean Resistance Coalition has clouded the opposition's future...



Sihanouk unpredictable

In a quirky, hand-written statement, the Prince, who has regularly threatened to resign, said his decision is "definitive, irrevocable and irreversible..."

The resignation, announced here on Saturday, is an embarrassment to Chinese leaders, who helped fashion the unlikely tripartite coalition in 1982...

The Prince, aware of his reputation for unreliability, wrote that his decision was made "after mature reflection and numerous sleepless nights..."

Prince Sihanouk was particularly annoyed by Son Sann's reported statements that he had committed treason by leading talks with Hun Sen...

However, China and the coalition need the Prince's international standing to be a credible alternative to the present government...

An Asian diplomat said the Prince was "crying wolf" in an attempt to win more support from China and his coalition.

Lange in row over delay in tax reform

By Dai Hayward in Wellington

NEW ZEALAND'S Prime Minister Mr David Lange faces a torrid Cabinet meeting today with many of his ministers angry at his decision on Thursday to postpone a radical tax reform...

The package, announced on December 17 and due to come into effect on October 1, has been indefinitely delayed...

The Prime Minister's announcement stunned the finance sector which feared the move signalled the abandonment of the economic reform programme...

Yesterday Mr Douglas tried to rebut suggestions he might resign. While admitting the Prime Minister's move did not have his agreement...

He stressed that there were no differences between him and the Prime Minister. It was, said Mr Douglas, simply a question of timing...

Mr Douglas stressed that the Prime Minister and the Government are still firmly committed to "the principles" behind the December 17 statement.

Mr Douglas has the support of his colleagues. The Cabinet discussed the welfare department's request for more time to prepare the details but did not agree to Mr Lange making an announcement while Mr Douglas was overseas.

Issue which sank Nakasone has been revived by Takeshita, Carla Rapoport reports Tokyo takes up arms again over tax reform

THE HOTTEST Japanese political issue of 1987 - tax reform - has already erupted in 1988.

Prime Minister Noboru Takeshita has vowed to the Japanese Diet that he would devote himself "body and soul" to achieving significant tax reforms this year...



Nakasone held hostage

Last year, for example, former Prime Minister Yasuhiro Nakasone tumbled from power following his failure to shepherd his proposal for an indirect tax through the Diet...

None the less, this year Mr Takeshita remains confident that he can succeed where Mr Nakasone failed. The issues at stake are extremely important ones and not just for the Japanese...

At the same time, Mr Takeshita aims to reform the country's land tax system, institute a capital gains tax, reduce inheritance tax and modify the highly protective taxes on imported spirits...

Mr Takeshita, however, is doing better within his own party to gain the necessary approval for the tax reform initiatives...

Last year, the opposition was able to hold Mr Nakasone hostage by blocking the passage of the 1987 budget until the sales tax proposal was dropped...

for the individual," says Mr Yosuke Kashiwagi, chairman of the Bank of Tokyo. "If Japan is to move forward, it surely must be changed. We can't have the rich farmers paying nothing and the poor businessmen pay everything," he says.

The current ratio of direct taxation to indirect is about 80:20 in Japan. Mr Takeshita would like to even out that ratio but in a way which would reduce direct taxes more than it would increase indirect taxes...

Mr Nakasone had been working on a revenue neutral tax reform package as his administration had been more firmly committed to overall fiscal austerity.

Mr Nakasone, according to Mr Arai, operated a kind of presidential prime ministership, distancing himself from the rank-and-file of his party...

Mr Takeshita, however, is doing better within his own party to gain the necessary approval for the tax reform initiatives...



Takeshita: 'body and soul'

According to aides in the Takeshita camp, the LDP will convene an extraordinary session in late June and hope to see the passage of the tax reform package in the autumn.

It is an ambitious programme, especially for the controversial sales, or value-added, tax. Last year, retailers said that the proposed tax was the fiscal equivalent of AIDS - a virus designed to kill off retail sales...

Further, at least one important tax reform is already underway. This is the infamous Maruyama system for exempting small savers from taxation. As of April 1 this year, Maruyama will be scrapped and a new tax of 20 per cent will be imposed on savings deposits of ¥3m (\$13,260) and less...

Thus, it appears that the mood toward tax reform is softening. The debate this year promises to be a lively one, and a stiff challenge for the Takeshita administration. If the new Prime Minister can win this battle, he may also win himself some extra years at the head of his party.

Metal exchange sought for Japan

BY KENNETH GOODING, MINING CORRESPONDENT

PRESSURE is building for a Japanese Metal Exchange to be established, to compete with its equivalent in London.

It comes from Japan's aluminium producers, users and traders who claim they have been at a disadvantage, compared with European competitors, because of the lack of a local delivery point since they began to use the LME for aluminium trading three years ago.

The Japanese are among the world's main users of the metal. They also want an LME-linked aluminium warehouse as soon as possible.

Mr Christopher Green, chairman of the LME, and other officials are to go to Tokyo at the end of this week for discussions about these issues with Mr Chikashi Ishii, chairman of the Japan Aluminium Federation. A Japanese mission is likely to visit London in mid-February.

Mr Green said at the weekend: "We just want to be of help. We feel it would be good for the market as a whole, not just for Japan, if an aluminium warehouse were established in that country."

If an LME aluminium warehouse is to be established in Japan, a change of law would be needed because imports of all kinds now may be kept in bond only up to two years before duty has to be paid or the material shipped out.

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WORLD ECONOMIC INDICATORS INDUSTRIAL PRODUCTION (1980 = 100)

Table with 5 columns: Country, Dec '87, Nov '87, Oct '87, Dec '86, % change over previous year. Includes data for US, Japan, Italy, Netherlands, France, UK, and West Germany.

Singapore may ease press curb

By Roger Matthews in Singapore

THE Singapore Government, which last month cut the circulation of the Far Eastern Economic Review from 9,000 copies a week to 500 for allegedly interfering in the country's domestic politics...

The Review at first reacted to the restriction by saying it would not sell any copies in Singapore. The Government replied by introducing legislation allowing for 500 copies of the magazine to be photocopied and distributed, providing no profit was made from the operation...

Mr Yeo Ning Hong, the Minister of Communications and Information, said the Government's accusation that some foreign publications were seeking to boost their circulation and profits by printing in Singapore was principally interested in profit.

However, the careful wording of the official statement yesterday, in particular the use of the word "reproduction", may indicate that only photocopied, and not printed copies, of the magazine may be allowed to circulate.

US Farm Secretary due in Hong Kong

MR Richard Lyng, the US Agriculture Secretary, was due in Hong Kong yesterday in search of markets for farm products and allies for the American stance in global trade talks...

Luxembourg offers its flag to shippers

BY KEVIN BROWN, TRANSPORT CORRESPONDENT

LUXEMBOURG, the only landlocked member of the European Community, is close to finalising details for the launch of a shipping register aimed at shippers in other Community countries.

A bill providing a framework for the register is expected to be tabled in parliament shortly and the register will begin accepting applications for membership in the early summer.

The register is far from being a joke, despite Luxembourg's lack of experience in shipowning, maritime law and administration. Officials say they believe many European shipowners will see the register as a respectable alternative to existing flag of convenience registers such as Liberia, Panama and Cyprus.

However, the principal target is Belgian companies such as Cie Maritime Belge, which claim the high costs of domestic registration place them at a competitive disadvantage. CMB has taken a lead in re-registering ships with lower cost registers, and recently transferred four vessels to the Hong Kong and Liberia flags.

The company has given public support to the formation of the Luxembourg register, and is believed to have decided to transfer at least some of its 17 Belgian-flag ships. The main advantage will be lower crew costs than those available on the domestic register...

SHIPPING REPORT Easing in tanker rates

BY KEVIN BROWN

RATES eased on the tanker markets last week as the level of inquiries from charterers declined. Little business was done towards the weekend, causing some anxiety about prospects for the coming week.

Brokers said the Middle East Gulf VLCC rate was hardest hit and was saved from a complete rout only by the unexpected fixing of four large tankers by Norbec.

These were reported to include a 320,000 tons deadweight vessel from the Gulf to the West at Worldscale 31 and two ships of 280,000 tons at Worldscale 27.8/30.

A US oil major was reported to have tried to move rates down to around Worldscale 25, but the next VLCC fixture reported was for 225,000 tons at Worldscale 29.5.

None the less, brokers said charterers appeared to be succeeding in forcing rates down in general and forecast further weakness in the absence of a surge in VLCC inquiry this week.

costs than those available on the domestic register, probably through the use of crewing agencies.

The Luxembourg proposal marks an accelerating trend towards the use of offshore registers aimed at the traditional maritime nations of Europe. Norway and France set up such registers last year, and legislation to set up a Danish equivalent is passing through parliament.

In addition, shipowners in The Netherlands are able to register ships in the Netherlands Antilles as an alternative to domestic registration and West Germany allows dual registration with Cyprus.

The most successful offshore register, however, is the Isle of Man, which offers cheap registration and crew costs while retaining technically part of the UK register.

Mr Christopher Horrocks, Secretary General of the International Chamber of Shipping, said the Luxembourg register was likely to be attractive to Belgian owners because of the lack of an associated alternative flag.

But he said shipowners were unlikely to regard the register as more attractive than the existing alternatives.

Luxembourg will not be the first landlocked European country to develop a marine tradition. Switzerland already has a large fleet, including a number of ocean-going ships.

Rates for smaller ships in the 80,000 to 120,000 tons class were reported to be steady, and Worldscale 75 was a prime rate for a vessel of 80,000 tons from the Gulf to Australia.

Brokers said there was little movement in rates elsewhere, although a lack of early tonnage caused some softening for cargoes from West Africa.

In the dry cargo market, the US Gulf/Continental rate held steady at \$12 and the Red Gulf/Japan rate at \$22.25 despite efforts of charterers to reverse the increase of recent weeks.

Large advertisement for SDS (Sparekassen) bank, featuring the headline 'What has London Wall in common with 350 streets in Denmark?' and details of the bank's services and branches.

UK NEWS

Unionists warned on risks of return to militancy

By Jimmy Burns, Labour Staff

A REPEAT of the experiences of the 1960s and 1970s, "where union leaders were seen to be more powerful than prime ministers," risks damaging further the image of trade unions, according to a leading union and Labour Party strategist.

Mr Tom Sawyer, deputy general secretary of the National Union of Public Employees, said in a weekend speech that unions must think carefully before taking industrial action and should improve the style and means of communicating with the public.

Mr Sawyer told the Cambridge University Industrial Society: "Too often the aim of unions is seen as strikes rather than good industrial relations. Too often we are seen as a sectional interest, threatening the community rather than the voice of the community. Too often we are seen as grabbing more for those who have, rather than defending those who would otherwise be defenceless in the workplace."

Developing a theme which he first outlined at the beginning of last year, Mr Sawyer talked of a "new generation of union leaders" who have begun to "redefine union purpose" in the light of the political and social changes brought about by the government of Mrs Margaret Thatcher, the Prime Minister.

He suggested that trade unions should in future cut a middle course between the militant strike action favoured by the "traditionalists" and the "business unionism" practiced by other unions.

Mr Sawyer said that the current dispute in the National Health Service showed how his union had to be "effective in its presentation" in order to win the popular support.

David Brindle charts a widespread re-emergence of labour militancy

Unions rehabilitate the old weapon

SUDDENLY it seems the bad old days are back. After almost a decade of retreat, the unions appear to be baring their teeth and threatening all manner of trouble.

For the first time since at least 1984, when a dockers' strike came together with the year-long miners' dispute, the weekend news was dominated by the prospect of widespread disruption of the economy and of public services.

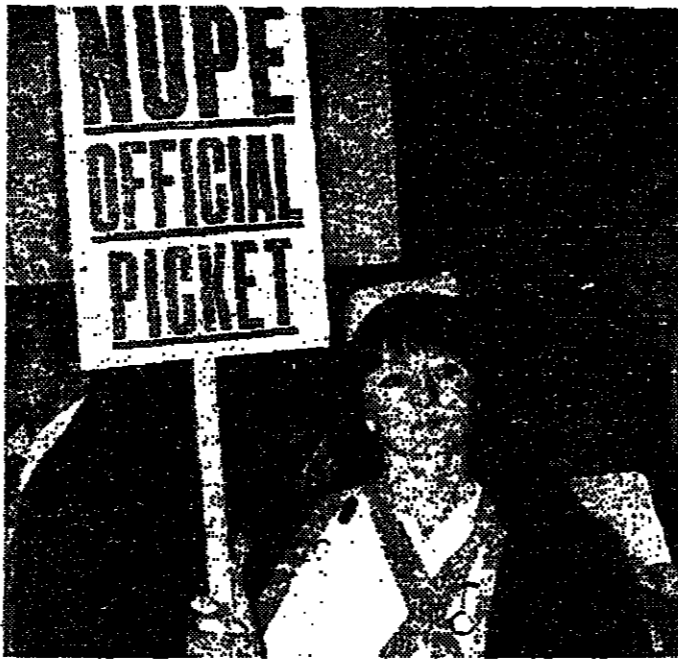
The coal industry was being hit by action by pit deputies and faced possible tougher sanctions from mineworkers led by a re-elected Mr Arthur Scargill; car workers at Ford were on the brink of an all-out stoppage and those at Vauxhall were planning to ballot their members on following suit; seafarers were poised to halt ferry services; and nurses and other health workers were preparing for a series of unprecedented protest strikes.

On top of all that, the long-running television technicians' dispute at TV-am, the independent breakfast television channel, was given fresh impetus and it emerged that 47,000 social security staff were to be balloted on a strike from mid-March over job losses resulting from computerisation.

However, next weekend, the TUC's policy review body will meet for two days of crucial discussions on the way forward for the unions. The whole premise of this exercise is that the world has changed over the past 10 years and that the old ways - by implication, the strike ways - are outmoded.

And last Saturday, even as many of his own health worker members were painting their placards for this week's hospital walkouts, leading labour movement theorist Mr Tom Sawyer was warning of unions being seen as "grabbing" and in favour of strikes rather than good industrial relations.

Mr Sawyer, deputy general secretary of the Nupe public workers, has more reason than most to be wary of suggestions



Nurse Karen Brown during last month's protest in Manchester

of another "winter of discontent." It was Nupe, more than any other union, which was blamed for the reported excesses of the strikes of that 1978-79 winter and for the subsequent downfall of the Labour Government and the birth of Thatcherism.

Britain may not be on the brink of another winter or spring of discontent - far from it - but there is a clear case for considering whether the unions are back in business much as before.

There are, of course, conspiracy theories: that much of the unrest in the health service has been got up by extreme left-wing agitators; that the pit deputies are being manipulated to help Mr Scargill swing his own union behind stronger action; that the ferry strike threat is part of an internal power struggle in the NUS seafarers' union. However, the large ballot majorities for industrial action (90 per cent among the pit dep-

ment figures show an average underlying increase of 8.25 per cent and most surveys show a corresponding increase in basic pay settlements, notwithstanding the slight downturn reported today by the CBI.

Against this general pay backdrop, Ford and Vauxhall workers have been reluctant to tie themselves in to long-term productivity/flexibility deals of three and two years, respectively, unless and until the price is right.

Similarly, the pit deputies have resorted to national strike action for the first time because they see their pay differentials being eroded by the bumper productivity bonuses being earned by the miners they supervise.

The seafarers' and the health workers' unrest is of a different kind. The NUS leadership appears to have decided to stand and fight on principle over a seemingly minor dispute, involving the Isle of Man ferries, after watching the union's strength crumble as the shipping industry has restructured and contracted.

In the same "enough-is-enough" way, as demonstrated by countless newspaper, radio and television interviews with nurses in recent days, health workers appear to have decided that lobbying, petitioning and generally being angelic has got neither themselves nor the National Health Service very far.

However strongly and frequently the Government and the anti-strike Royal College of Nursing denies it, most health workers share the general public perception that ministers backed down as soon as 38 Manchester Nupe nurses last month walked off their wards for one shift in protest at plans to cut some unsocial hours payments.

That, more than anything, has rehabilitated the strike weapon and has provided a powerful symbol for those who believe that the union worm may, just may, be turning.

Training schemes 'suffer serious defects'

By Charles Leadbeater

EVERY training programme which are judged by British employers to be their best suffer serious shortcomings, according to a report by the Manpower Service Commission.

The report, based on an analysis of 1,200 training programmes entered for the commission's 1987 National Training Awards competition, is one of the most comprehensive surveys undertaken of training by employers.

The report says that many employers lacked a clear understanding of how the need for training flowed from their strategic objectives. As a result, many training programmes were not as coherent or effective as they could have been.

"Training without clear organisational objectives is probably little more than entertainment," says the report. It says that "the more successful entries had a clear focus on the needs of the organisation."

"In some of the less successful entries, it was not clear why the training was undertaken, or the impression was that training was being done for training's sake."

On the more detailed planning of training, the report says: "What was missing in a large number of entries, successful and less successful alike, was the clear expression of training needs and objectives, and indications of what was expected to be learnt and how that learning would be demonstrated in practice."

It continues: "Equally rare were statements in clear, unequivocal terms of the outcomes of training effort, particularly as demonstrated in the work performance of those who had been trained. Successful entries paid more attention to the evaluation of training, but even among these the bases for evaluation were sometimes superficial and vague."

The lack of clear criteria, in many entries, for evaluating training stemmed from a failure to specify the desired outcomes when the training programme was designed.

The objective evaluation of the benefits, improvements in performance was missing in many programmes for management development, supervisor training, and interpersonal skills.

Standards of achievement were more frequently established in programmes for manual, physical, and technical skills.

However, the report says considerable thought, ingenuity, and energy were generally applied to the delivery of training through combining courses, on-the-job training and videos.

An analysis of the 60 programmes which won awards from the commission showed a causal relationship between the enhancement of a work force's skills and a subsequent improvement in the overall performance of an organisation, the report says.

Examples are included in the report of how successful training programmes led to higher sales revenues, better service quality, productivity gains and improved worker motivation.

Entries were submitted from a wide range of private and public sector employers, including such sectors as aerospace, steel, computing, telecommunications, car manufacture, hotel and catering, the public services and trade.

A quarter of entries came from organisations employing less than 200 workers.

Seamen to go ahead with strike sparked by 161 dismissals

BY JIMMY BURNS, LABOUR STAFF

THE National Union of Seamen was yesterday proceeding with plans for a national strike from midnight tonight which could cause widespread disruption to Britain's freight and ferry operations.

The strike was called by Mr Sam McCluskie, the union's general secretary, on Saturday in support of 161 NUS members who were dismissed by the Isle of Man Steam Packet Shipping Company for refusing a pay and conditions package.

The NUS said that the strike - initially planned for 24 hours - was about wider issues threatening the survival of the union, including the growing tendency of British shipowners to change existing agreements and operate under foreign flags.

The policy of "flagging out" - attractive to ship owners because of its ensuing low labour costs and tax breaks - has contributed to a big fall in NUS membership. Union officials also claim that it has led to laxer safety standards.

The broader motivation for the action has apparently been emphasised to a big fall in NUS membership. Union officials also claim that it has led to laxer safety standards.

employed by the Steam Packet. However, NUS officials said privately that the union might still have to seek legal advice after having decided to push ahead with the strike without a ballot of members.

Mr McCluskie said that from February 2, "no British-flagged ferry will sail from any UK port." However, some employers said that support for the strike could prove patchy. Britanny Ferries and P & O, among the major companies operating ferry and freight services across the Channel and the Irish Sea, said that they did not expect to be affected.

British Coal warned that at least 20 pits could face closure through lost production if current industrial action in the industry spread.

The warning came as Nacods, the pit deputies' union, prepared to follow up a widely supported weekend overtime ban with a 24-hour strike in a dispute over pay.

Nacods and the National Union of Miners' union, prepared to follow up a widely supported weekend overtime ban with a 24-hour strike in a dispute over pay.

Advertisement for Swansea Business Centre. Text: 'Why Swansea is 1st CHOICE for Business!'. Includes a coupon for requesting a business file.

Coupon form for Swansea Business Centre with fields for name, company, position, address, and telephone.

Table titled 'SPONSORED SECURITIES' showing various investment options with columns for company name, price, change, and yield.

Advertisement for 'IN SELF-DEFENSE' featuring 'Japan's Military Merchants'. Includes a small image of a person and text about Japanese military exports.

Large advertisement for Gallaher. Headline: '1987 pre-tax profits up 44%'. Includes a 'Summary of Results' table and sections for Tobacco, Distribution, Office Products, Housewares, and Engineering.

Summary of Results for year ended 31st December 1987 (unaudited). Table with columns for 1987 and 1986 values and percentage changes.

Tobacco

Trading profits increased 29%

Although the consumption of cigarettes in the UK continued to decline, excellent market share growth produced a strong volume gain for Gallaher. Sales of cheap, marginally costed imports were stemmed by the absence of a duty increase.

Cigar sales volume, led by Hamlet, was up and pipe tobaccos achieved a higher share of a rather depressed market.

Overseas tobacco companies had mixed fortunes with Gallaher Dublin well ahead, but Rimeester affected by lower demand for Dutch cigars and Niemeier being held back by price cutting in West Germany.

Optics

Trading profits increased 24%

In the face of increasing and aggressive competition in the UK, Dollond & Aitchison considerably strengthened its position as the most successful retail Optical Group. The new "Eyeland House" Optical Department Stores continued their development, and the expanded Optical Instrument Division showed good growth.

Overseas, record results were achieved in both Italy and Spain and good progress was made in Switzerland and Ireland.

Since the end of D & A's financial year, three optical groups have been acquired, which complement the existing operations.

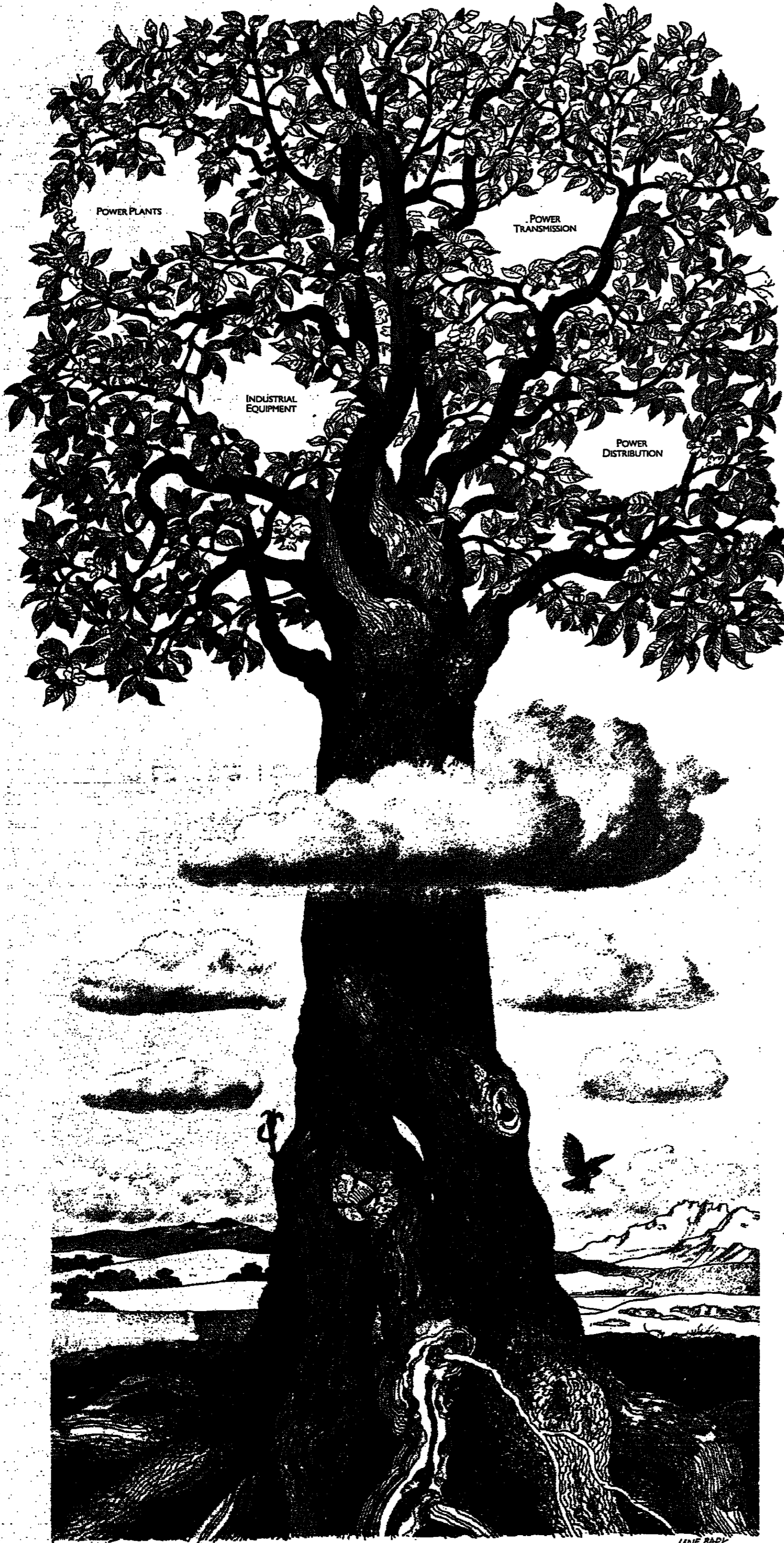
Outlook for 1988

During 1987, the Group took steps to concentrate its portfolio of operations by strengthening its core divisions and disposing of peripheral activities. It enters the new year confident that results will continue their strong upward momentum.

S. G. CAMERON, CHAIRMAN

Gallaher Limited, Members Hill, Brooklands Road, Weybridge, Surrey KT13 0QU. Tel: 0932 859777. Telex: 25505.

There are no limits in energy engineering.



In the twelve remaining years of this century, the world's population will grow from five to six billion people. That is six billion consumers of electrical energy who will need power for lighting and heating and cooling. Power for transportation. Power for industry.

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Building orders 'at highest level for 15 years'

BY ANDREW TAYLOR

CONSTRUCTION COMPANIES have begun the year with order books at their highest level since the early 1970s, according to a survey published today by the Building Employers' Confederation.

The confederation, which has 9,500 members with a combined annual turnover of more than £20bn, says its workload survey conducted in December was one of the most buoyant it had ever conducted. It was the first time the confederation had tested market opinion since share prices crashed last autumn.

Just under 70 per cent of the 600 companies questioned reported they were working at full or almost full capacity, and 76 per cent of the companies expected further increases in workloads during this year.

Construction output in Britain last year is thought to have risen by around 7 per cent - the highest annual growth rate since the mid-1960s.

The confederation's latest survey is in line with recent forecasts suggesting that output might rise by a further 3 per cent to 5 per cent during 1988, depending upon whether orders for the Channel tunnel are included in the predictions.

Forecasters are more concerned about the outlook for 1989, when many believe the

Computer growth to create 200 Scots jobs

By Tony Dodsworth

APOLLO COMPUTER OF THE US, the rapidly-expanding workstation manufacturer, expects to create about 200 jobs at its plant at Livingston in Scotland in an expansion planned for the spring.

Technical workstations are powerful desktop computers which are mainly used by design engineers and technicians for high-resolution graphics and complex calculations.

Mr Thomas Vandervelce, Apollo's chairman, said the facility was designed to serve customers in Europe and parts of the Far East. Apollo, which claims to be the world leader in the relatively new computing area of technical workstations, generates about half of its \$554m (\$311m) annual sales outside the US.

The company has had a UK operation since 1981, and employs 150 people on sales and servicing. Three years ago it began manufacturing at Livingston, where it already employs about 200 people assembling machines for the European market.

More recently, the machines have made a big impact on the financial sector, which Mr Vandervelce described as one of Apollo's fastest-growing markets. They are widely used in the City of London.

Demand for workstations has recently grown strongly in Europe, where Apollo expects to sell products worth \$200m this year.

Worldwide sales in the sector are estimated to have risen by more than 30 per cent last year. Apollo's increased 40 per cent to \$554m from \$392m. The company's net income jumped to \$22m from \$9m in the same period.

Alan Cane reports on the background to SDL's proposed acquisition of Scicon Looking for a place in the software elite

A SUCCESSION of mergers and acquisitions is forcing the pace of change in the computing services business. The emergence of truly international software houses such as Cap-Gemini-Sogetti of France and Electronic Data Systems of the US is helping the business shake off its "cottage industry" image.

The proposed acquisition, announced last week, of Scicon, the UK's oldest computing services company, by the more aggressive Systems Designers (SDL) is both evidence of this trend and an indicator that Britain's entrepreneurs are looking for a place among the world's software elite.

Mr Philip Swinstead, chairman and chief executive of SDL, has argued since the company went public in 1982 that by the mid-1990s rationalisation and integration would mean the emergence of a worldwide first league of about 100 companies, with the rest of the industry finding it impossible to break in to.

"There is only room for a certain number of world-class multinational companies and we intend to be among them," he said after last week's announcement.

"The synergy between ourselves and Scicon is perfect. There are scarcely any areas in which we compete."

Scicon has a ready-made international flavour with operations in France and West Germany and the US. Scicon



Philip Swinstead: seeking better financial controls

International's headquarters are in the US.

Mr Warren Werblow, Scicon UK's managing director, shares Mr Swinstead's enthusiasm: "We see this as a very positive and very exciting development. It will mean the emergence of a company which not only has more computing services business than any other in the UK, but which has more business outside the UK than within."

The company will have annual sales of about £230m, putting it number one in the UK and second only to Cap-Gemini-Sogetti in Europe.

Thorn EMI is second in the UK with sales from computing services of about £130m and Logica third with £110m.

There are queries about the quality of middle management on both sides of the proposed merged group. Scicon in particular lost some £8m last year, much of it in the US where UK companies have never had an easy ride.

Mr Swinstead, while paying tribute to the quality of Scicon's technologists, says its managers will have to observe better financial controls. It will not, he thinks, be a difficult job to get Scicon's finances right.

Managing software companies is a peculiarly difficult task, however, and few in the industry think it will prove easy to merge SDL and Scicon. "How do you buy a small software com-

Air UK applies for five BCal domestic routes

BY LYNTON McLAIR

AIR UK - which is owned by British & Commonwealth Holdings and KLM - the Dutch national airline - applied on Friday for five routes to be given up by British Caledonian Airways on its merger with British Airways.

The company has applied to take over BCal services from London Garwick to Manchester, Glasgow, Edinburgh and Aberdeen and from Manchester to Aberdeen.

Applications for these routes have also been made by Air Europe and by British Island Airways and by British Airways, which is permitted to apply for the routes to be reassigned back to the airline.

Mr Stephen Hanscombe, managing director, said if the applications succeeded, the airline intended to order three more 98-passenger British Aerospace 146 airliners.

Citicorp starts early morning currency dealing

By Our Economics Staff

CITICORP, the large US bank, will offer, from today, foreign exchange trading facilities between midnight and the start of normal trading in London.

It said it was the first in London to offer this service and decided to do so in response to the rapid growth of Asia's foreign exchange markets and identified customer demand.

The US bank said that while London remained the world's largest foreign exchange market, Asian markets, especially Tokyo, Hong Kong and Singapore, were now bigger than the New York market.

Mr Chris Deuters, head of Citicorp's foreign exchange treasury division, said: "We have taken this initiative in response to demand from corporate, institutional and banking clients."

Leeds survey shows 48% of businesses expanding

BY IAN HAMILTON FAZEY, NORTHERN CORRESPONDENT

A SIGNIFICANT increase in economic activity among members of Leeds Chamber of Commerce and Industry led to 48 per cent of businesses taking on more workers in the fourth quarter of last year and 41 per cent expecting to have new jobs to offer before March 31.

The chamber's fourth quarterly survey for 1987 - an important indicator of the state of West Yorkshire's economy - also showed that there was a surge in home orders, with 70 per cent of businesses reporting fuller order-books.

However, the key trend indicator is the difference between businesses reporting "ups" and those reporting "downs". At +42 per centage points this was the highest for all four quarters on recruitment, although forecasts have varied by only 1 per centage point in nine months.

The chamber says that in

spite of recent improvements this may mean that employment levels are reaching a plateau. Obtaining the right labour is also a problem: 45 per cent of businesses were having trouble recruiting skilled workers.

Export markets are less buoyant, with the proportion of businesses reporting more orders dropping four points to 38 per cent. While this is still better than in the first half of last year, the chamber cautions that US economic problems may result in trading difficulties that will show soon.

Moreover, export activity in the second half was still down on the same period 12 months previously, when half of the businesses surveyed reported fuller export order books.

However, confidence is still high at present, with 87 per cent of businesses expecting more turnover this year.

Unit Trust Association welcomes industry rules

BY ERIC SHORT

THE RULES governing the unit trust industry, issued last week by the Department of Trade and Industry, have been broadly welcomed by the Unit Trust Association.

However, Mr Keith Crowley, marketing manager of leading unit trust MIM Britannia, is bitterly critical of them.

"The DTI is proposing that unit trust managers will have the choice in pricing their units on a forward basis, where deals are transacted at the next price to be calculated, or on the present backward basis with deals made at the last calculated price. Prices are calculated daily, or sometimes twice a day."

Mr Bill Stuttford, association chairman, said that at first glance these proposals seem to strike a fair compromise between the need to give the greatest possible protection to investors and the desire to maintain a pricing system that is easily understood.

Mr Crowley says the rules represent the worse possible compromise and will result in widespread confusion and resentment for investors.

"The DTI proposes that managers must inform trustees within two hours of the valuation point of pricing units (when the underlying share values are taken).

Guernsey reform

Guernsey's Financial Services Commission, which will regulate all the island's financial and insurance activities, comes into operation today.

It takes over responsibility for licensing and regulating banks, insurance companies and collective investment schemes, and other functions.

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UK NEWS

Hierarchy of brokers and merchant banks changes

BY BARRY RILEY

HILL SAMUEL and Cazenove have held on to their positions as respectively the merchant bank and stockbroker with the longest lists of corporate clients, according to the 1988 issue of Crawford's Directory of City Connections, published today.

But Hill Samuel has only narrowly retained top spot, after losing more than 20 clients compared with 1987, and the league tables show significant shifts in rankings, largely as a consequence of the turmoil following the Big Bang stock market changes.

The figures include all companies, with no weighting for size. The tables therefore favour banks or brokers with large numbers of small clients, and may underplay the influence of firms that concentrate on bigger clients.

Crawford derives the information from direct enquiries to companies, so the figures are not inflated by the competing claims of advisers.

Among the leading merchant banks, Hill Samuel has recently suffered top-level personnel losses from its corporate finance department, which may explain some of its client defections, although there is no obvious parallel cause for the similar client losses suffered by

STOCKBROKERS LEAGUE		MERCHANT BANKS LEAGUE	
Broker	Clients	Bank	Clients
1 (1)	Cazenove 242.5	1 (1)	Hill Samuel 125.5
2 (2)	R. & Pitman 131.0	2 (4)	S.G. Warburg 123.5
3 (3)	H. Govett 128.0	3 (2)	Klein, Benson 122.0
4 (6)	de Zoete & B. 104.5	4 (3)	M. Grenfell 117.5
5 (4)	CL-Alexanders 103.0	5 (5)	County NatWest 116.0
6 (7)	Phillips & D. 103.0	6 (6)	N.M. Rothschild 102.5
7 (5)	K. Grieseson 87.0	7 (7)	Schroder Wegg 86.0
8 (8)	Capel-Cure M. 82.0	8 (8)	BZW 85.0
9 (10-)	Pan. Gordon 68.5	9 (9)	Samuel Montagu 81.0
10 (10-)	James Capel 64.0	10 (9-)	Hambros 72.5

Last year's position in brackets

Last year's position in brackets

Kleinwort Benson, which drops from second to third place.

Morgan Grenfell, which received damaging publicity from the Guinness affair, has fallen from third to fourth and S.G. Warburg has taken the second and third positions.

Down the table, the changes in position are slight. However, two clearing bank subsidiaries - County NatWest and Barclays de Zoete Wedd - have both added clients against the general trend, which is for corporate clients to be slightly less ready to name a specific merchant banking adviser.

Among stockbrokers, Cazenove remains well in the lead, with no obvious damage from

its unique decision, as a large broker, to spurn any banking links at the time of Big Bang. Rowe & Pitman (part of the Warburg group) and Hoare Govett (owned by Security Pacific) have held steady in second and third positions.

Elsewhere, both de Zoete & Bevan (part of BZW) and Phillips & Drew (a subsidiary of the Union Bank of Switzerland) have made good progress. Clients have been lost, however, by Kleinwort Grieseson and L. Messel (now known as Shearson Lehman).

Crawford's Directory of City Connections, 1988. The Economist Publications, 40 Duke Street, London W1A 1DW. £125.00.

Unease at prospect of auditors going public

By Richard Waters

SENIOR COMPANY directors feel uneasy about the prospect of their auditors converting from partnerships to public limited companies, according to a survey conducted by Arthur Young, one of the UK's "Big Eight" accountancy firms.

The findings come just days before the Institute of Chartered Accountants in England and Wales decides whether to recommend a change in the law to allow accountants to sell shares in their businesses to outsiders.

The survey, among chief executives and finance directors of top 1,000 companies, reveals that 44 per cent are opposed to the idea of their auditors becoming limited companies, compared to 36 per cent who are in favour.

However, 49 per cent said that accountants should be allowed to convert if they wish.

The high level of opposition is due mainly to lack of knowledge, said Mr Gordon Anderson, chairman of Arthur Young. "Many people think that accountancy firms would change overnight, which isn't true."

The independence and integrity of accountancy firms - many of which have already adopted a quasi-corporate structure - could survive the transition, provided tight ethical rules were drawn up to prevent conflicts of interest, he said.

The Department of Trade and Industry has already announced its intention of allowing firms to become companies when it enacts the EC eighth company law directive next year.

However, its plan to allow firms to sell up to 49 per cent of their shares has caused bitter disagreement among accountants. The ICAEW is likely to agree a compromise later this week, asking for the level of outside shareholdings to be limited to 25 per cent.

One in seven of the financial institutions included in the Arthur Young survey said they would "consider investing in an accountancy company" if this was allowed.

DHSS challenge

DEPARTMENT of Health and Social Security handling of supplementary benefit claims will be challenged in the High Court today.

The action, brought by the National Association of Citizens Advice Bureaux and others, is aimed at obtaining guarantees that DHSS offices will be equipped to process benefit claims in the 14-day period set by Parliament.

Doctors criticise NHS funding

BY ALAN PIKE, SOCIAL AFFAIRS CORRESPONDENT

DOCTORS throughout the UK are finding it increasingly difficult to provide care and treatment because of inadequate funding, the British Medical Association said yesterday.

Members of the association's executive council are to hold an emergency debate on the financial problems facing the NHS on Wednesday. In a statement yesterday the association strongly defended the fundamental principles of the NHS but warned that it needed an "urgent injection of funds." Financial problems, said the association, were

particularly serious in the acute hospital sector.

Dr John Havard, BMA secretary, said it was "inexcusable that the hospital services have been deliberately run down" during a period of economic well-being.

"The BMA has consistently warned that the NHS is being systematically starved of the resources it needs. Health authorities throughout the UK have had to contend with the knock-on effect, year-to-year, of cutbacks. Pay awards have been under-funded by govern-

ment. Yet all this has been occurring while our economic prospects have been improving."

The BMA said: "The answer to the crisis is for the health service to continue to be funded essentially through direct taxation."

The UK health service provided comprehensive care and treatment for all sections of the population. The service was much cheaper than the systems of other countries, with better cost controls and lower administrative expenses.

Lawson urged to limit income tax cut

BY SIMON HOLBERTON

IN SHAPING economic policy this year Mr Nigel Lawson, Chancellor, should put together a tight Budget for March 15 and operate monetary policy to achieve lower interest rates, says CL-Alexanders Laing and Cruickshank, the UK securities house.

In its latest economic and monetary review, it argues for a Budget which limits tax cuts to 1p off the basic rate.

Furthermore, a reduction of 2 per cent in employers' national

insurance contributions would boost industry's ability to cope with a decline in competitiveness and give it scope for investment.

Such a policy mix would, over two years, achieve higher growth, lower inflation and reduce interest rates.

The securities house says that Mr Lawson could "give away" up to £8bn in tax cuts without breaching public sector borrowing targets.

The policy environment is, however, one in which the

Chancellor is constrained by an uncertain outlook for the British economy in the aftermath of the October collapse in share prices, fears concerning a resurgence of inflationary pressures and the deterioration in the balance of payments.

If growth remains strong a large tax giveaway would revive overheating and balance of payments worries, but if activity is already slowing a tight policy stance would provide a final push towards recession, it says.

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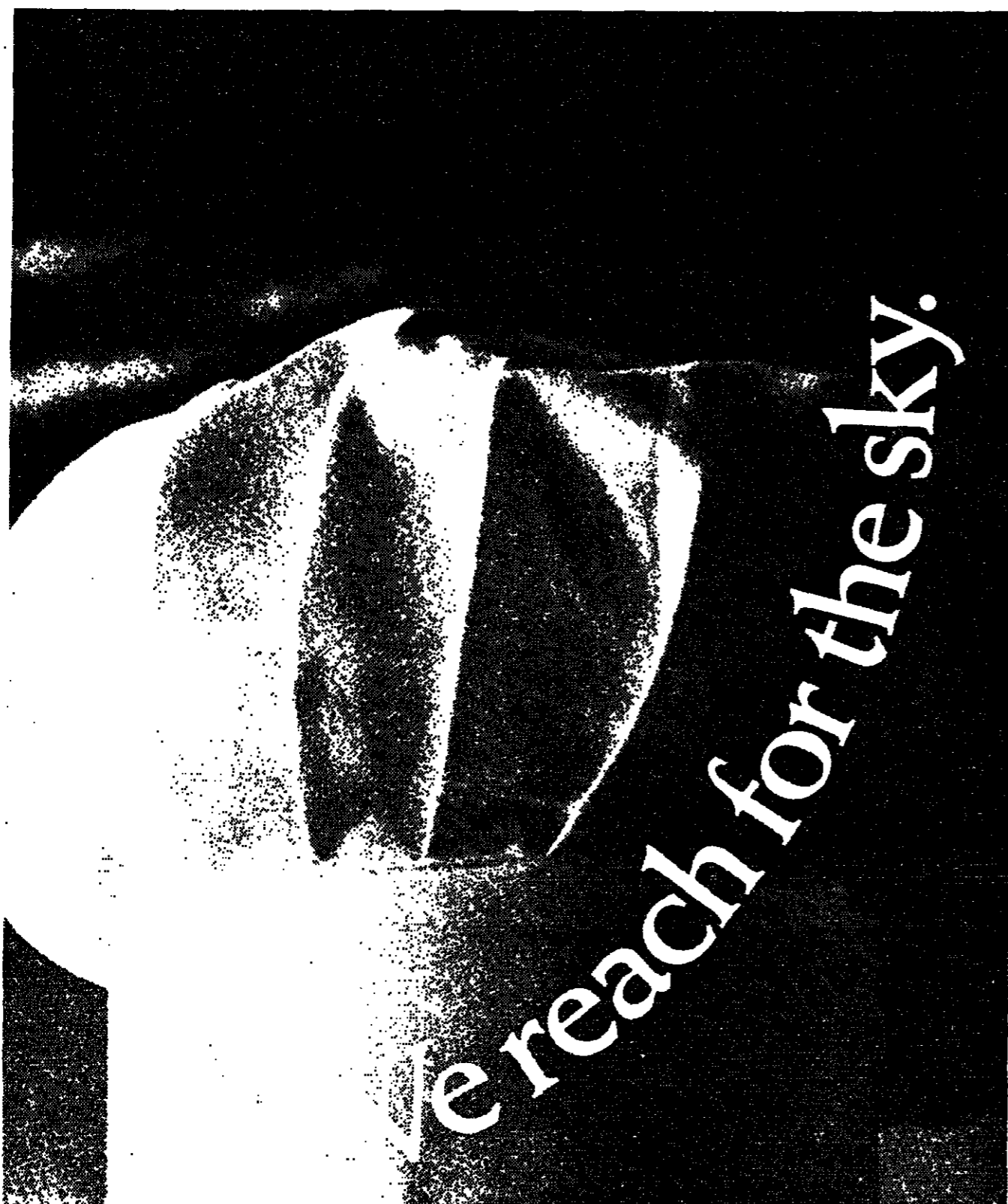
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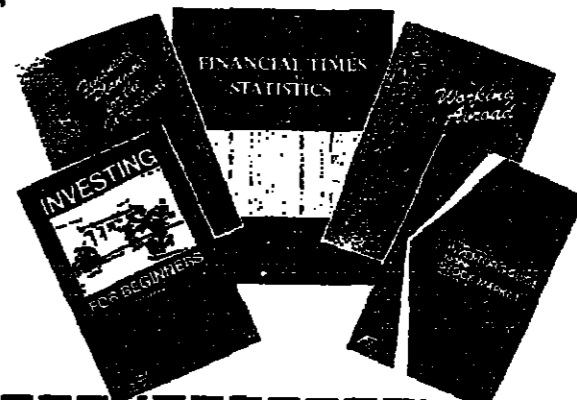
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ANTHONY HARRIS
in Washington

THE WALL STREET bond market last week got very excited over a mere preliminary report suggesting that American consumers might be becoming a little less eager to spend almost the last penny of their incomes. This is a healthy reminder

that governments do not make the economic weather on their own. If the rise in American personal savings is the start of a trend, it could cause a far bigger change than anything that even an active government could achieve. Indeed, the contrast between the growth of American debt and the almost equally rapid growth of Japanese foreign assets has much more to do with the behaviour of ordinary Japanese and Americans than with government policy in either country, just as Britain's apparently sound finances have much more to do with the North Sea than they do with Mrs Thatcher. You might think it a bit of a puzzle, then, that economists write so many books about government policy, and so few about ordinary human conduct. Current wisdom about American savings can be summed up in one sentence. It may be about to rise steadily through the next two decades, and turn the US

back into a surplus country; and then again, it may not. That is not the only embarrassment the profession faces at the moment. The central tool of the macroeconomists, who study and try to forecast the behaviour of the whole system, is the economic model, and forecasts based on such models perform quite well. However, it is also possible to forecast the economy without using any economic model at all. It is done with the same mathematics which engineers use to control the behaviour of chemical works and other large, complex systems, with the whole thing reduced to a single, extremely complicated equation, which is not based on any supposed understanding of how the system works, but simply on observations of how it

behaves. The embarrassing thing is that these forecasts tend to work better than even the most highly developed systems based on economic models. (This does not mean that economic advisers will soon be out of a job, because the engineering models, while they could be very valuable to business people, are quite useless to governments. The engineering model implicitly forecasts changes in government policy along with everything else, but does not tell you what those changes are: so you cannot play with alternative scenarios, which is the essence of the game called policy-making.) With this background, you will find it easier to understand why economists seem to have so little to say about this vital question of private saving. The question

has been studied again and again: there are dozens of theories, based on income growth, on the cash value of the real value of family assets, and especially on demography, to explain changes in saving. Unfortunately none of them seem to work very well when applied to the facts of the past - "backcasting", as the practitioners call it. There is also, so far as American behaviour is called, a most annoying engineering-type observation, known as Dennison's Law, which says simply that the saving of the private sector as a whole, companies as well as people, is a constant proportion of national income. This makes no kind of sense, which makes it very hard to feel any confidence in it; but for about 25 years it has been closer to the truth than any

other statement you can make about savings. Is this another black box model which is going to make stodgy economists look silly? I am going to risk looking silly myself, and say that I believe that Dennison's Law is about to be disproved. The argument is based largely on simple faith. Everyone knows that the balance of family finances changes through the years. There would be no space here to go into the details of American demography, even if I knew them; but fortunately there is a short cut. Every working US citizen pays into the social security fund, and every retired American, even the rich, draws an income from it. Private pension funds, and indeed, individuals saving for their retirement, must behave something like

the official fund. Luckily the official fund reports to Congress about its finances and prospects, so we know all that actuaries can tell us about its future. The facts are fairly spectacular. Thanks to the fact that the post-war baby-boomers are entering the paying-off and accumulating stage of their lives, and also to the fact that past scares about the solvency of the fund have inspired some increases in the social security tax, it has just started a swing from deficit into enormous surplus. Last year the surplus was a modest \$10bn or so, and this year it will increase to about \$25bn - a pretty small dent in a national deficit of more than \$160bn. By 1990, though, the surplus will be up to \$40bn. Its growth will then accelerate into the early years of the next cen-

tury, peaking at over \$170bn in 2005. It then starts a quick slump back into deficit; but that is nearly 20 years from now. If this even vaguely represents the behaviour of private pension provision, then American citizens will soon be putting on an almost Japanese display of thrift. Of course, if the slower spending of US citizens caused a collapse in corporate profits, so that companies had to borrow to buy plant rather than just for takeovers, we would be back with Dennison's Law, and today's conventional wisdom would be right after all. At the least, though, the social security figures suggest that the bond market could be right. The figures last week were not all that dramatic, even if you take them at face value, and they are probably inaccurate too; but as King Canute might have demonstrated if he had sat around after his feet got wet, tides do turn. It is hardly a dramatic thought.

INTERVIEW

Read all about him

Raymond Snoddy meets Rupert Murdoch, the chief executive of News Corporation

RUPERT MURDOCH was offered a clear choice recently after falling heavily on the ski slopes of Aspen, Colorado, and tearing ligaments in his knee. He could let the injury heal naturally, in the knowledge that the leg would never be strong enough to ski on again. Or he could choose a three-hour operation involving the latest microsurgical techniques and stand a good chance of getting back on the piste once more. At the age of 56, Rupert Murdoch had no intention of giving up skiing; he chose the radical and more painful option. So the chief executive of News Corporation is fighting his current battle - against Senator Edward Kennedy and the Federal Communications Commission - on crutches and wearing enough padding on his left leg to keep an Australian batsman facing the West Indians happy. He is using every bit of political influence and the best lawyers money can buy to win the right to keep both the New York Post newspaper and his New York television station. He hopes to find a way round the rule that you cannot own a television station and a daily newspaper in the same city. There have been "Save the Post" marches through New York in his favour and a bill introduced to give the commission back the right to extend its waiver on the cross-ownership laws. But why should Rupert Murdoch be fighting so hard for a paper which has absorbed more than 10 years of his best efforts, losses totalling about \$70m which continue to mount, and a product whose lurid headlines have done little for his journalistic reputation? "The New York Post is a terrific fun newspaper. It is also a daily newspaper with a certain degree of influence in the biggest city in the free world, certainly a lot more influence than any newspaper outside New York or Wash-

ington," said Mr Murdoch last week. As he talked - propping his injured leg on a copy of The Times Atlas of the Bible, one of the many books scattered around his New York office - the phone rang. The lawyers had won a 45-day waiver from February 11, easing the time pressure on any forced sale of the Post. "Terrific. That's unprecedented. It tells you the court is outraged by the Kennedy thing," said Mr Murdoch, becoming very animated. Yet despite the small tactical advance and the obvious attraction of trying to win, Rupert Murdoch appears to be planning what will probably be the biggest strategic retreat of his career. "My ideal situation would be to hang on to it and fight and turn the paper round somehow. But if that's not possible, the best thing is to deal with it as fast as possible." He is now looking at a series of offers and expressions of interest for the New York Post. The suitors include Mr Robert Maxwell, publisher of Mirror Group Newspapers. Mr Murdoch was talking in his sixth-floor headquarters at the top of the New York Post building - an office with a fine view of the East River, obscured last week by heavy sleet. Despite the scale of his empire, he says he still picks up the telephone when he sees something he doesn't like in his London popular daily, The Sun. It is a paper he admires because "it laughs, it knows what its doing, it's unpretentious and healthy anti-establishment." But Mr Murdoch accepts that sometimes accusations of bad taste are well founded. "We had an editorial the other day which went just 10 per cent too far about Australian aborigines. It was fair

enough to point out what while men had done for Australia and what the black men had done and what the problems are today. Somehow it got abusive about aborigines as aborigines. I had no hesitation about picking up the phone." The Sun editorial, "Salute from the Poms", described aborigines as treacherous and brutal people who had acquired none of the vital skills, arts or graces of civilisation. "Left alone, the Abos would have wiped themselves out," it added. Mr Murdoch says he never interferes in the editorial decisions of his two London quality papers, The Times and the Sunday Times, though critics say this is because he chooses editors who think like him on major issues. "I don't interfere with The Times because of this business of independence. I confine myself to talking about the appearance, the writing and general content of The Times. I don't tell Charles Wilson what editorials to run. It's all I can do to read them let alone contemplate writing them," said Mr Murdoch. But what if Mr Wilson suddenly started writing editorials

backing the Labour Party and highly criticising Mrs Thatcher (whom Mr Murdoch says is "wonderful")? Would he have the freedom to do so? "Sure. But it would depend on how he did it and on what grounds. I'm not sure there wouldn't come a point where I would go to the national directors (the guarantors of the paper's editorial independence) and say: 'What do you think of this? Is he acting rightly or do you think he's lost his mind?'" He is philosophical about those who try to portray him as a right-wing monster, although he concedes that with age he has become "a little more conservative" on social policies and believes that a radical market-oriented society brings the most freedom and justice. He says his Presbyterian genes are very strong - his paternal grandfather was first Moderator General of the church in Australia. But, in contrast, his maternal grandfather was a great gambler. "It was always my father's great fear that those genes might predominate. I don't think they have but they are there. I've always taken gambles in my life which my father would not have done. But I've also had the Presbyterian grit to overcome them when I've made bad gambles," he said. "I know how I'm perceived here or in Australia or England from time to time. You're a hero one day and a menace the next. These things pass," said Mr Murdoch, who tried to end a long sentence or emphasise a point with a broad, rather mechanical grin. Most of his papers supported Labor in the last election in Australia, he points out, and adds that it was the move to Wapping that gave him a right-wing image in the UK.

At the time he was conscious that taking his titles to Wapping was a historic act that would change Fleet Street for ever and perhaps even the mood of the country. But he was still surprised by its effect. "I didn't think the others would catch up so fast." He thought the unions would stop sitting outside Wapping, and confront the other proprietors to make sure they prevented similar job cuts at other papers. "Instead they spent a year shouting at me and they were then so traumatised that the whole game was up," Mr Murdoch said. How important was Eddie Shah (who launched Today) in the newspaper revolution? "We were a little naughty there. We built Eddie up a lot because we wanted the attention elsewhere. But it (Wapping) made Eddie possible because they were at my gate instead of burning him down." Mr Murdoch inherited a newspaper business worth \$150,000 on the death of his father in 1952 and turned it into a business worth \$4bn. But what keeps him running so hard? "An old friend said I was simply a flit. But I would like to create a great professional media company," he says. As he continues to build his business, organic growth is likely to be more important than large takeovers. The publishing empires which might attract him are either too big or have too many takeover defences - and he's "too lazy or too old" to go round buying up tiny newspapers like a Lord Thomson or Conrad Black, the Canadian proprietor of the Daily Telegraph. There is, of course, his interest in the Financial



Times. Although he has built up a 20 per cent stake in Pearson, publishers of the FT, he says that he has "absolutely no plans" to take over either. Instead, he would like to form a joint venture to launch an American edition that would rival the Wall Street Journal, but warns that if Pearson insists on regarding him as hostile "that could turn me into a hostile per-

son". Mr Murdoch intends to strengthen News Corporation's management so that he has more time to worry about "the creative side" and on getting his hands on "the tons of money" that are out there if he can make a success of his biggest gamble - the creation of a viable fourth US television network from his loss-making Fox Television.

But what, over a career of more than 35 years, does he most regret? After a very long pause Rupert Murdoch - the man the Columbia Journalism Review once called "a sinister force in our lives" - replied: "I like people, I trust people. Perhaps I'm too trusting and it's got me into trouble a few times. But that's a quality not a fault."

When the truth is on trial

NO REASONABLE commentator on the decision by the Lord Chief Justice and his two judicial brethren in the Birmingham Six appeal could seriously impugn the correctness of their judgment, that the conviction of the six 13 years ago by a jury was both safe and satisfactory. Yet, why is it that many reasonable people nevertheless remain unhappy at the conclusion of the legal process? The paradox is to be found in the English system of criminal justice. The case came to the Court of Appeal only by virtue of the Home Secretary referring the matter to that court, after he had been persuaded by some fresh evidence that on the face of it put the convictions in question. The Court of Appeal had previously entertained appeals by the six, following their convictions all those years ago, and had dismissed them. Unlike other legal systems, the appellate process could not thereafter be invoked by the prisoners directly at any time that they might possess fresh evidence. Our system adheres passionately to the principle of finality in legal proceedings. The hurdle of persuasion on executive government to breach that principle is formidable. As an obstacle to invoking the criminal process it is questionable. The courts themselves - perhaps exceptionally - should be accessible to disgruntled prisoners who can demonstrate that they have suffered a possible miscarriage of justice. Courts should be prepared to consume their own smoke. In 1982 the Select Commis-



JUSTINIAN

uncertainties of a second trial. After so many years a fresh start would involve the rehearsal of stale eye-witness testimony and expert evidence from forensic scientists that more effectively seal the fate of the accused. There would be no guarantee that the tests for nitro glycerine on the accused's clothing would be differently viewed by the fresh jury. And even supposing the defence successfully negated the Crown's forensic evidence, it might not outweigh the prisoners' admissions made to the police. It is the very nature of the English criminal trial that makes for difficulties in satisfying the public outside the courtroom that the jury's verdict is sound and convincing. The one person who knows for certain the truth or falsity of what he is accused is not obliged to give an account of himself at any stage of the process. The Englishman's insistence on the right to silence may be a wise precaution when faced by his accusers during the period of criminal investigation away from immediate judicial control. But does it make sense to provide this protection at least in the face of the trial court? Other civilised legal systems not only begin the trial proceedings with the questioning of the accused, but also inject into the process at the early stages of criminal investigation an examining magistrate who sifts and analyses the evidence as it accumulates. If at any stage the Birmingham Six had given their version of events and been subjected to

cross questioning a clearer picture of what really happened might have emerged. The essence of the English criminal process is that it is not tailored to the pursuit of truth. In the case of the Birmingham Six we do not even know the truth about the treatment they received immediately after their arrest. All of them undoubtedly had been roughly handled by the time they appeared before the Birmingham Magistrates Court on remand. The police were exonerated by the trial judge at Lancaster Crown Court from allegations of physical violence to the prisoners; instead it was alleged that the beatings were inflicted by prison officers at Winslow Green Prison. At their trial the prison officers were all acquitted without giving evidence on their own account, the subsequent civil action brought by the Birmingham Six against both police and prison staff was stopped in its tracks. Lord Denning's reason for preventing a trial by judge alone in a civil court was that if the six were to succeed it would be so damaging to the administration of justice that it could not be countenanced. If anybody wishes to put the finger of blame on our system of justice for the unlawful treatment of the Six it was that earlier Court of Appeal judgment that should be faulted, and not last week's fully reasoned decision not to disturb the conviction recorded by jury after a lengthy trial.

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FINANCIAL TIMES SURVEY



Attention has swung back to home and potential EC markets. Food processing has developed into one of

Britain's most active industrial sectors: manufacturers are taking advantage of low raw material costs and the consumer's developing taste for quality, reports Christopher Parkes

European food for thought

THE TACTICAL withdrawal continues from points west. Northern Foods is now to all intents and purposes out of the US. Cadbury has pulled in its horns, and in the latest retreat United Biscuits sold off the olives, salad dressings and spices business which comprised its transatlantic Specialty Brands division.

For most European food manufacturers - with the exceptions of long-established and broadly-based Unilever and Nestle - North American activities have in the past five years been boiled down to consolidation of strong niche operations. Cadbury, for example, has won respect for its handling of the Peter Paul confectionery acquisition of 1978. United Biscuits' remaining interests pivot round its successful Keebler subsidiary which survived, indeed thrived, on the cookie wars.

The time may come again, when the lessons have been digested, for a fresh assault on the US. But for the moment, attention has swung back to the home market.

With margins at historically high levels, raw material costs stabilised at bargain rates, and sharpening consumer tastes for quality coupled with a willingness to pay, food processing has developed into one of the



The Food Industry

country's most active industrial sectors. Outside interest has also been sharpened lately by experience which has shown food manufacturing to offer a relatively strong redoubt in times of bear markets and recession.

The attention General Cinema of the US has been paying Cadbury Schweppes, and Australian Goodman Fielder's forceful courtship of Rank Hovis McDougal, have helped highlight the attractions of the British industry.

As a substantial, innovative, sophisticated market, supplied by some of the most technologically advanced processors in the world, the UK has many inherent advantages. From its position on the doorstep of the Continent, it also offers enticing prospects. Despite appearances, momentum is gathering behind the European Commission's internal market project which is intended finally to open up the European Community into a 12-nation free trade area by 1992.

The politically fraught process of tearing down the barriers, tariff and non-tariff, introducing VAT on food in the UK, and harmonising widely-differing duty rates on liquor and other products, is likely to take longer than expected, and

1992 seems an optimistic deadline. However, there are signs enough that, however tentative the political process, some manufacturers are actively preparing for the eventual emergence of something resembling a true common market.

CEAS Consultants, a group attached to Wye College, part of the University of London, recently warned that the British food industry stood to lose out if it failed to remedy its ignorance and shake off its scepticism about the internal market.

The group reported that very low awareness in Britain contrasted with a high level in France, where the government itself was actively campaigning among industrialists, and manufacturers subscribed readily to

on-line databases and seminars which were being used to spread the word.

Doubtless, one reason for the agitation in France is the highly fragmented nature of the consumer products industry. Independent companies which have been built up largely in the last 50 years from family concerns tend to resist agglomeration in the interests of preserving their sense of identity.

One of the concerns highlighted in the CEAS report was that far-sighted food manufacturers from outside the Community might be attracted in by a premise of the internal market proposals that any product manufactured in any community country should automatically be allowed access to all member states - and their

300m consumers. Many international investors have been deterred in the past by national regulations and tastes which have often obliged them to tackle the European market by setting up separate operations in each country.

Diversity of tastes and the relatively low use and poor quality of processed foods on the Continent are considered in some quarters to offer obstacles more daunting than any amount of legislation. But times are changing.

That ready-to-eat breakfast cereals and microwave ovens figure high on the continental list of best-selling consumer products is no accident. Starting from a nil base, sales are bounding ahead in the crucial West German and French

markets. The boom in ready-prepared microwave meals sweeping the US and the UK has yet to gain momentum in mainland Europe, but with convenience foods starting to win adherents, their day will doubtless come.

According to market researchers at Euromonitor, the day of the cornflake - one of the earliest convenience foods, which has the modern-day merit of being "healthy" - has already arrived in the Community. It cites a recent rapid rise in consumption of ready-to-eat breakfast cereals in France and Germany - sales have doubled in the past three years - as evidence that US companies' persistence may at last have paid off. Annual sales in these two countries and Italy are

forecast to reach almost \$400m a year in 1990 from around \$60m in 1980.

Manufacturing plans of the companies which will benefit most - Kellogg, Quaker and GPC of the US, and Nestle from Switzerland - share certain common characteristics. The most noteworthy in this context is that they manufacture a range of products which is proving saleable all over Europe. As a consequence, they do not need several factories churning out regional variants in several Community countries.

Their current dominant position could only be reinforced by the consequent economies of scale, and the chances of any indigenous companies making worthwhile inroads in the new sector are likely to be slight.

Nestle has already centralised all its cereal manufacturing capacity in a single factory in Belgium. It has emerged as Kellogg's most vigorous competitor, and is now planning to apply its centralised production policy in other sectors, too.

Kellogg, the market leader in every country where its products are sold, has been established in Britain for more than 50 years. It opened a second factory in Bremen, West Germany, in 1963, and can probably expect to supply the whole of Europe from these two sites alone.

CPC, manufacturer of Knorr, Hellmann's and Mazola, bought the Banania cereals business - fourth in the French league - a few weeks ago from Cadbury Schweppes. The British company had picked it up as part of its purchase of the Polnain chocolate concern. Combined with its existing Mazena operation in Germany, CPC now has a substantial presence in a real growth sector in the Continent's two biggest and richest consumer markets.

Taking a more direct approach, Sara Lee Corporation of the US has paid more than \$600m to buy a Dutch food and consumer products business owned jointly by Aizo and Boys Dutch/Sibat, giving it a broadly based European division turning over almost \$3.5bn.

Most British companies operating on the Continent, by contrast, are involved in mostly saturated or highly competitive niches such as snacks and biscuits. There are few with Sara Lee's breadth or a grip on an

international growth market to match that of Kellogg's.

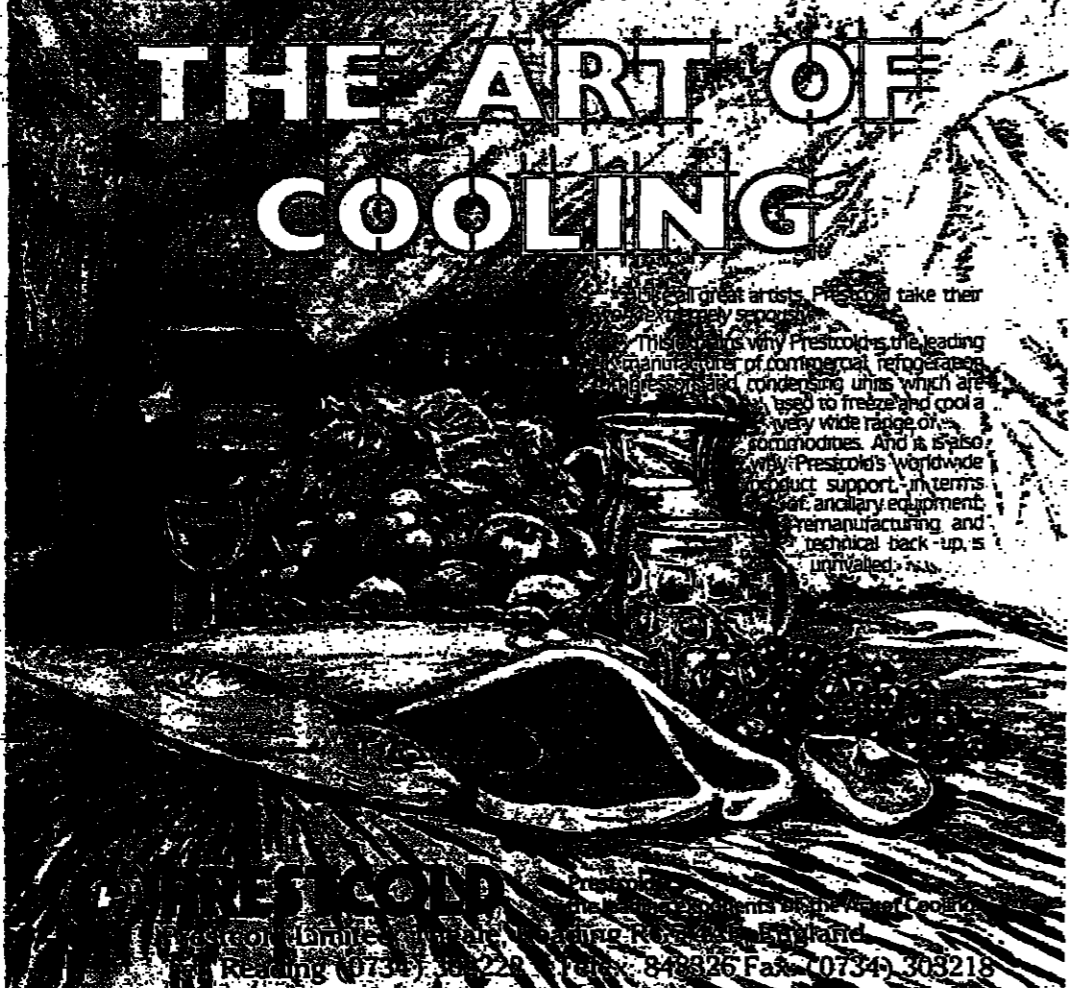
However, they are far from idle. At home they are making the most of low raw material costs, investing heavily, and exploiting the high added-value opportunities offered by the British consumers' developing taste for quality and declining interest in food simply as fuel.

This apparent change in attitude - credited for some of the revival of food manufacturers' fortunes - has yet to show through at what might be called the national bottom line. According to the latest edition of Social Trends, the percentage of consumer expenditure going on food took another drop in 1986 to 13.8 per cent (it was 17.9 per cent in 1978). The proportion is still among the lowest in Europe, and in 1986 real spending on food was still only 7.3 per cent higher than in 1976, according to GIRA, the Geneva-based research organisation.

From analysis of new product successes over the last 10 years, GIRA has divined three dominant forces driving demand in the food market: healthy eating, indulgence and convenience. Of 26 products each with sales of more than £20m examined in 1986, 20 were drawn from six sectors which fit this pattern: yellow fats substituting for butter and conventional margarines, chocolate confectionery, milk and yoghurt products, frozen convenience foods, bread and soft drinks.

With a clearer idea of what consumers want, major manufacturers have responded and been rewarded. Many new generation food companies catering for niches within the health, indulgence and convenience matrix have been readily supported by retailers such as Marks & Spencer and Sainsbury, and have developed into sizeable concerns. Inevitably, larger processors have imitated them (who would have imagined 10 years ago, a company the scale of Northern Foods making sandwiches for national distribution?) and begun to assimilate them.

The restructuring cycle is well under way, bigger fish are gobbling up the tiddlers as fast as they hatch, while foreign predators lurk in the deeper waters awaiting the opportunities which could bring them into prominence in the UK and within reach of potentially greater catches across the Channel.



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FOOD 2

Price cutting has been superseded by value for money

Major groups go shopping

DURING THE years of high inflation food retailers - however much they deplored rising prices - found that they possessed a tremendous marketing tool. The easiest way to attract customers was to play on their desire to keep the price of their "shopping basket" down. As a result, the price wars of the late seventies broke out.

Since inflation has abated, and food price inflation is now even lower than the rise in the general retail price index, the food retailers have had to find other ways to expand their turnover and market share, and so keep their profits growing to the satisfaction of shareholders. A price cutting campaign now would probably not work.

One retailer estimates that it would take a 20 per cent volume increase to compensate for the fall in margins caused by price cutting. Any store which could cope with that sort of volume increase must be so unpopular with customers that price cuts would be unlikely to persuade them to come in.

One result has been a distinct shift in the offer to customers from price to quality, and value for money rather than the cheapest possible. Higher margin fresh foods are taking a greater proportion of space within supermarkets and convenience stores. More added-value convenience products are available, not only helping consumers to save time preparing food, but boosting retailers' margins into the bargain.

Another, connected, effect has been the increasingly rapid expansion by the major food retail groups. J Sainsbury, Tesco, Asda, Argyl - which now owns Safeway - and Dees Corporation. The emphasis is on supermarkets - shops with a selling area of over 25,000 square feet. Not only does the space enable more customers to come through the shop, thus making economies in overheads, but it allows stores to offer a wider range of goods, more fresh produce, in-store bakeries and non-foods.

As the major groups race to open new stores, between them spending billions of pounds in the process, a cloud is appearing on the horizon. Since the food market is static in the UK, there must be a limit to the



Will the huge investment in new stores earn a good return?

expansion of the major groups. Although the market shares of the handful of top operators are still rising the competition for every pound the consumer spends is now intense. That begs the question of whether the huge investments being made will earn a good return.

A recent example of the fight for business is the takeover bid by Barker & Dobson, which owns the Budgen supermarket chain, for Dees Corporation. As the major supermarket groups have amalgamated - including Dees' own purchase of Fine Fare less than two years ago - the chances of a small operator making it into the big league by organic growth are minimal. Thus only the acquisition of a big group can give Budgen the size which brings the economies of scale and buying power vital for the group to compete.

Other food retailers are also becoming more aggressive. The Co-operative movement, with its once huge market share that has dwindled over many years, is now fighting back. The Co-operative Retail Society, which groups together a number of

formerly independent societies, now claims a market share of 4.2 per cent and a figure of 12.5 per cent for the movement as a whole, with a turnover approaching \$5bn.

The CRS is keen to throw off the "cloth cap and close" image and join the move towards opening larger supermarkets. Like other food retailers, the CRS has been closing down its smaller supermarkets which it believes are no longer viable.

The polarisation of food retailing between the supermarkets - where customers can do a week's or even a month's shopping at a time - and corner shops or convenience stores where top-up purchases are made. The latter offer good opportunities to the wholesalers. The only group appearing to go against this trend is Budgen. Barker & Dobson has said that if its bid for Dees succeeds, it will sell that group's supermarkets and concentrate on the supermarkets.

Other food retailers doubt the wisdom of that plan. "The problem with small stores is that they cannot sustain the volume

to give the net margin. The dynamics of the larger stores are such that the volumes support the high quality fresh food and thus the net margins," says one.

One result of the shift to larger stores is that retailers can stock a wider variety of brands. In smaller supermarkets there is frequently only room on the shelves for the top one or two brands plus the retailer's own brand. In those cases smaller manufacturers must fight for every inch of supermarket shelf space, and the best way of doing that is by filling a niche rather than trying to copy the brand leaders.

Mr Tom Viner, Sainsbury's assistant managing director (buying and marketing) points out that the larger stores help the food manufacturers since more brands can be stocked. The arrival of scanning equipment at the check-outs also benefits both retailers and suppliers: greater information is available on which lines are selling quickly, enabling faster re-ordering.

Indeed the relationships between food retailers and food manufacturers seem to have been improving for some time. During the price wars retailers were passing on some of the pressure on their margins to suppliers. Over the last few years food manufacturers' margins have been rising with the retailers'. The scope for prepared meals is still large despite the progress already made, and here there is much more co-operation between retailers and manufacturers.

While food retailers have been merging, suppliers have been, too. And though much public attention is focused on the increasing market shares of the major retailers, in many product areas the suppliers have a far more dominant position. Says Mr Viner: "The largest food retailer has a 12 per cent share of the total food market. There are 36 product areas where one manufacturer has over 50 per cent and one where one manufacturer has over 90 per cent of the market. The power of the retailers is balanced by the enormous power of the manufacturers."

Maggie Urry

Food processing

Industry treads on eggs after additives attacks

THE UK food processing industry has spent the last two years casting off E numbers and assorted additives like a cat shedding fleas. The process has not had any great effect on the industry's general health or its products - and none is yet discernible in the consumers' condition - but the reduced irritation has certainly made life more comfortable.

How long the lull in the anti-additive lobby's attacks will last is anybody's guess, but it has far fewer targets to aim at. With quite remarkable speed the food industry dispensed with a wide range of artificial colours and preservatives, adapting processes and products to the new demands of retailers and shoppers.

Although the flak has died down, it is clear that future developments in food technology will be closely monitored both by consumer watchdogs and the retail trade. The industry will have to tread carefully.

Amid the demands for "fresh and natural" foods, there is little apparent concern on the public front for the health risks and extra costs which may be incurred in their satisfaction.

Reported cases of salmonella poisoning have been increasing steadily in recent years, and the rate of rise shows no signs of abating. Responsible manufacturers and retailers are meticulous in their hygiene standards, but others are less so, and it may take only one local outbreak of food poisoning to bring the lobbyists down on the head of the whole industry. Because of this and the antagonism towards "chemicals" the additives makers search for "natural" alternatives has developed a new momentum.

One path they are following, for example, leads back to antiquity, and the preservative qualities of herbs and spices used to good effect by Egyptian embalmer. It is still common in Africa for meat and fish to be sold laden with up to an extra

10 per cent by weight of assorted spices. A little over-powering for meek European palates, maybe, the techniques are being explored again in an attempt to isolate the specific antimicrobial agents present in items like tea leaves and rosemary.

Under the influence of retailers tired of high wastage rates on the meat, vegetables and chilled products counters, processors and their suppliers have resurrected and perfected another aged technique which can add valuable hours or even days to the shelf life of certain products. "Modified atmosphere packaging" - products are sealed in containers in which the available air space is filled with various gas cocktails - is growing quickly in popularity.

The notion of modifying the atmosphere surrounding food-

stuffs dates back to the 1880s. Combined with refrigeration it was exploited for bulk produce in the 1930s. It is still widely used for preserving fruit in large chambers where the proportion of oxygen in the local atmosphere is reduced, and the nitrogen content increased to slow down ripening.

Food and packaging companies are busy seeking to enhance the benefits of packing fruits, vegetables and bakery goods in nitrogen or carbon dioxide, by developing new impermeable plastic materials which will help keep the modified atmosphere stable, and allow the use of the technique in bulk shipments, thus saving on refrigeration for pallet loads of goods.

Since goods packed in modified atmospheres do not have to be labelled as such, consumers are largely unaware of the process.

However, they are all too aware of irradiation. In the two years since an official commit-

tee investigating the pros and cons of using nuclear radiation as a means of pasteurising and temporarily preserving fresh foods reported that it was harmless and potentially useful, the Ministry of Agriculture has received some 5,000 opinions from manufacturers, retailers, consumers and lobby groups. Almost all were against its introduction.

Indications are that even if it is given an official green light, no one will apply irradiation at a commercial level. The notion appeals to Scottish soft fruit farmers, who would much prefer to send conditioned raspberries southwards in punnets, rather than sell the bulk of their crop to jam makers. But there is a vast gap between their special concerns and those of multiple retailers who are unlikely to allow their produce racks to be "contaminated" by the presence of irradiated fruit.

Beyond the public gaze, most food manufacturers and additive makers are still following the "natural" path. They are seeking out vegetable and animal products, derivatives and "nature identical" food components which will provide cost-effective and lobby-proof alternatives to displaced chemicals.

Enzymes, for example, are being put to work by cheese industry researchers. Hard cheeses, such as cheddar, need up to 12 months to mature and develop a true flavour. But the judicious addition of enzymes can reduce this to two months, cutting inventory and storage charges, and slicing up to 5 per cent off manufacturing costs.

No consumer or lobby objections yet. But government permission is still needed to allow commercial application, and there is still the matter of stopping the enzymes' processes. Experiences so far suggest that while treated cheese will develop more quickly, it will continue to mature almost to the point when it is capable of walking.

Christopher Parkes

Beans are left to carry the can

CONSUMERS ARE turning away from canned food in most industrialised countries. According to market researchers at Market Direction, aggressive marketing of low-salt, low-calorie and "natural" canned goods has helped in the US, where sales have fallen 20 per cent in the past five years, but the overall trend is still downwards.

The company reports falling sales in the US, UK and West Germany, with the French and Italian trade being shored up by new developments in canned prepared meals and new tomato products.

Canned meat is losing favour everywhere, except in West

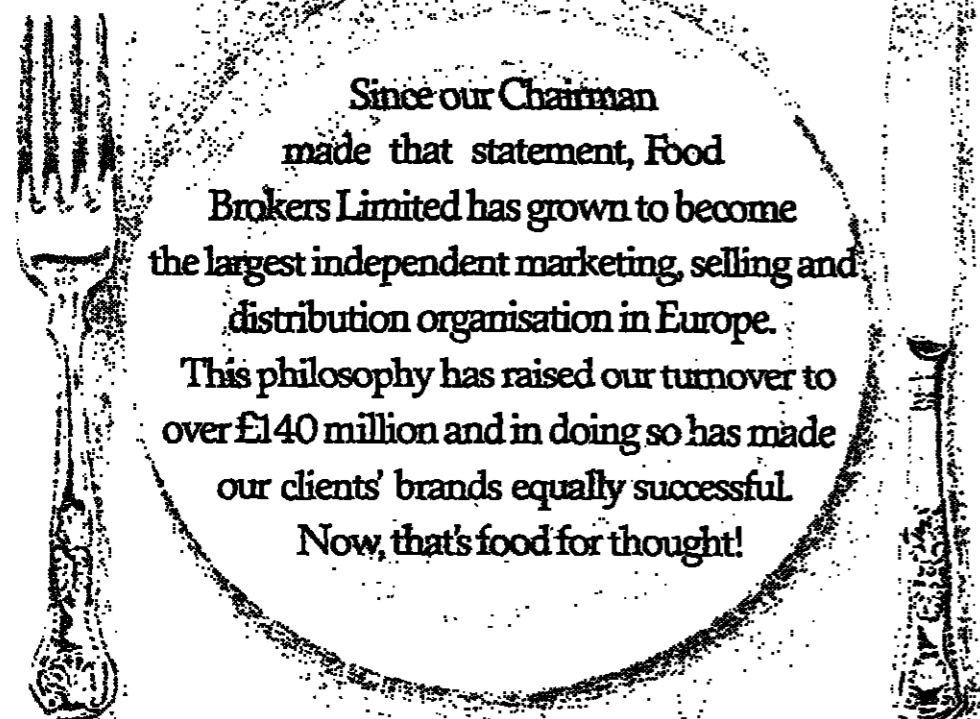
Germany (tinned sausages are a staple), while tuna is gaining ground.

European fruit canners are asking for grants to defray the costs of floating their pears and peaches in juice rather than sugar syrup, and thus make them more competitive, but Market Direction sees little hope of a general upturn in demand. For the UK and the US, as in the past, the product proving most resistant to the trend against the can is the humble baked bean.

Market Direction Report 1.2. Canned Foods. Euramonitor, 87 Turnmill Street, London EC1M 5JU. Tel. 01-251 8024.

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Nick Garnett looks at the food processing equipment industry

Continuing to restructure

MANUFACTURERS of food processing equipment are facing a barrage of pressures and changes which show no sign of letting up.

Many of them are having to come to terms with a shift in the requirements of their food companies: the fragmentation of the food market means there is a premium on equipment flexible enough to handle a much broader range of products.

At the same time, the big food and drinks companies are increasingly seeking turnkey deals where one equipment maker acts as the main supply contractor for a whole food plant.

While all this has been going on, a number of machinery makers have adopted a very aggressive, expansionist stance which has translated into a clutch of takeovers and mergers. Two companies, Alfa-Laval of Sweden and APV in the UK, have been at the centre of this. If this were not enough, machinery makers in some types of food products like milk-based goods are having to commit money to emerging technology, for example membrane separation, if they want to stay as serious players in the field.

Total exports of food processing plant totalled \$2.2bn in 1986, the last year for which global figures are available.

Main producers include West Germany and the US, Italy, Sweden and the UK, and a number of other European countries such as Denmark and the Netherlands.

Total sales of food equipment made in the UK totalled £223.5m in 1986 of which £159.7m was exported, according to the food equipment committee of the UK Process Plant Association. With imports at £149.3m, this gives an apparent market for machinery in Britain of £212.1m.

The global market for food machinery is a healthy and growing one. A number of major changes and opportunities look as if they are about to burst onto the market though some of the targets companies have in their sights are still a long way off.

Opportunities, for example, may be opening up gradually for dairy-based products in the Far East, where people are not used to having significant quantities of milk and milk-derivatives like cheese in their diet. New processes allow for the production of milk-based products more acceptable to the Asian stomach.

APV and Alfa-Laval are probably the two largest food equipment makers in the world, though there are many areas of processed food in which they

Continued on p8

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FOOD 3

Christopher Parkes reports on own-label goods

Brand new thinking

AS LITTLE as five years ago the UK market for chilled, ready-prepared meats barely existed, yet it is now worth about \$150m a year and forecast to approach \$200m by 1990. This business, the fastest-growing sector in the food trade, was discovered, explored, and continues to be dominated not by a manufacturer but by the retailer, Marks & Spencer.

Other supermarket chains have been quick to follow, and have found little difficulty in turning up ambitious manufacturers willing to produce to specification. The result is that chilled ready meals have emerged as the first major market segment to be dominated by own-label goods.

Some mainstream processors responded by launching similar products under their established brands, although they have yet to find any great success. Others, as in the case of Rank Hovis McDougall's swoop on Avana Foods last year, have made the best of it and bought companies which specialise in own-label chilled meal production.

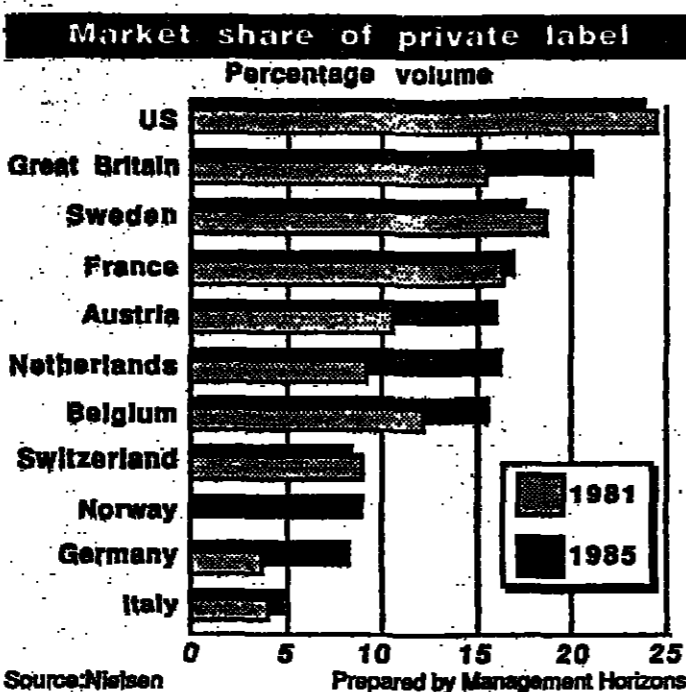
The incidence of private branding has been spreading steadily in the food trade, and ranges from 100 per cent in the case of Marks & Spencer down to around 20 per cent at Asda, which was relatively slow to adopt an own-label policy.

The proportion of goods sold in this fashion appears to relate directly to consumers' perception of the quality image of the retailer concerned. On this basis, the proportion of Sainsbury's goods marked with the company name is the highest in the grocery multiples sector at over 50 per cent.

There is considerable debate about the ceiling, and to some extent it depends on the brand food manufacturers will resist. Some have held out doggedly against manufacturing under retailers' labels. Companies like Rowntree Mackintosh, Heinz and Kellogg stoutly refuse to make copies of their private brands. They see no reason to collaborate in schemes where they spend millions a year on advertising to attract customers to the shelves where their products are displayed alongside what are termed "knock-offs" at lower prices.

John Randall, former head of Avana Foods, described the process as "paying to have my throat cut". Still, there is no shortage of manufacturers willing to oblige. Retailers' brand franchises are now so strong, and most consumers in any case believe that own-label products are made by the leading manufacturers, that this battle is virtually lost.

While many manufacturers and retailers are reluctant to discuss openly their attitudes to the issue, the advertising business has been particularly vociferous in urging food processors to fight by supporting their brands to the full. Obviously, a single retailer's brand campaign, which by implication promotes the store itself and all



its own-label offerings, is not such good business for agencies as a series of separate campaigns for individual manufacturers' brands.

One effect of the rise of private label has been to drive out secondary manufacturers' brands. It is now common in most outlets to see only the product from the maker with the highest promotional spend alongside the retailer's version.

Some manufacturers accept the situation, and willingly supply copies of their products as a means of increasing volume and keeping plant used to capacity.

Another effect has been to force manufacturers to become more innovative. Since the only "free" lines allowed in many stores are the retailers' own brands, and shelf space is tightening all the time, the processors are having to work harder at coming up with new or significantly different products that offer customers more of a real choice.

A recent study of new products in groceries by KAE Development, the marketing and new products consultancy, said brands from innovators with big promotional budgets like Pepsico, Parfords, Mars, Kellogg, Cadbury, Birds Eye, Lever Brothers, and Procter & Gamble would continue to have an excellent future. "Indeed, in many cases, the chains have volunteered the statement that such lines should be a high priority development in those particular markets," KAE added.

The study also suggests that retailers may attempt to encroach further on the food makers' territory by "designing" their own new products and contracting manufacturers to make them, thus reducing at least parts of the business to something approaching a service industry.

To date, Marks & Spencer is the only retailer which can be considered a product innovator in its own right. But as the others come increasingly up against the limits of growth in

the contracting out of distribution by retailers to a third party distributor is an important feature of the food market, replacing control by "doing" with control by information.

Mr Robert Brand, of Wood Mackenzie, the stockbroker, said: "Both retailers and manufacturers are coming to the view that distribution is a specialised art which is different to making products or stocking them on shelves."

The means by which groceries are distributed from suppliers to retail outlets has undergone a profound change over the past 10 years. Mr David Carter, of the Institute of Grocery Distributors, said: "Until quite recently the pattern of distribution was primarily a matter for the supplier. Today it is increasingly the large grocery stores which control the way groceries are distributed."

As part of this trend there has been a move to centralise warehousing by major grocery retailers. Groups with more than 80 per cent of distribution coming from centralised warehouses include Bejam, Kwik Save, J Sainsbury, Waitrose and Safeway.

Mr Carter said: "Partly as a response to the increased costs of distribution, and partly due to the changing nature of grocery retailing, the centralisation of retailer-controlled warehouses has emerged as a viable

alternative to direct deliveries to stores."

While many warehouses are actually owned and run by the retailer, there has been a trend towards passing over the responsibility for certain types of distribution to specialist distribution services companies.

The Institute of Grocery Distribution estimates that currently some 29 per cent of grocery manufacturers' distribution is contracted out, 29 per cent done in-house and the rest part in-house and part third party.

Among grocery retailers, according to KAE, the market research organisation, an estimated 23 per cent is in-house, 15 per cent contracted-out and 54 per cent part in-house and part third party.

There are several reasons why retailers, for example, contract out to third party operators. These include:

- Flexibility within a rapidly changing retail distribution scene;
- A valuable insurance policy in the field of industrial relations. For example, if stoppages occur in a retailer's own depot, others contracted out to third party operators can take up the load;
- A reduction in capital investment with a contractor providing all facilities required, including design, construction and purchase of warehouses;
- An ability to capitalise on the

transport expertise found in the manufacturing and transport sectors;

- To replace control by "doing" with control by information.

As KAE's figures indicate, a large number of retailers have a mixture of in-house and third party distribution arrangements. Reasons for this include the fact that operating their

own depots enables retailers to monitor costs and levels of service by contractors as well as test-bedding their own computer systems.

Within contract distribution there is specialisation by contractors in the areas of ambient, fresh, frozen and chilled foods, all of which require specialist handling.

The highly specialised area of chilled distribution is one that has been developed by a number of specialist distributors whose activities have often grown out of distributing their own products. An example of this is Unigate Chilled Distribution which has drawn on the vehicle skills of its sister company Wincanton, which also does some chilled food distribution.

In temperature-controlled dis-

Distribution

Move to third party operators

Contracting out can be a valuable insurance policy

Other specialist distributors, such as NFC Contract Distribution, then collect from there and supply retailers such as Argyl, Tesco, Gateway and Bejam.

Frigoscandia used to do retail distribution in addition to primary distribution and in 1985 merged this with the retail side of Farmhouse/Frigoscandia. However, Frigoscandia pulled out of the joint venture last year. "We decided to concentrate on areas where we had the greatest expertise," they said - they also process and freeze vegetables supplied to major retailers.

NFC Contract Distribution, in

contrast, does little primary distribution. The company specialises in the management and operation of retail distribution centres such as those currently being planned by Tesco.

Three years ago Tesco's supplies came from over 100 sources, with manufacturers generally delivering direct to stores. Since then the group has moved towards centralised depots, with seven depots operated at present by Tesco. Last year a further seven new depots were announced, six of which will be dedicated depots built and operated by third party distributors including NPC, Hunter Saphir and Hays Distribution.

These will be "composite" depots - they will provide space for fresh, chilled, frozen and ambient foods. Retailers claim that these new depots will improve flexibility and efficiency with the use of multi-temperature transport.

The trend towards composite depots has been fairly slow in Britain, according to the industry, it is a development which is gaining momentum. They will inevitably have an impact on a number of third party distributors. Mr David Carter from the Institute of Grocery Distributors, said: "There will be increased pressure on the distribution services sector to provide a wider range of services to their customers." Lisa Wood

Restructuring

Continued from p4

are not players. The competitive battle between them has produced a series of acquisitions that is gradually changing the face of some sectors of food equipment making. This is especially affecting machinery supply for dairy-based products, brewing and confectionery.

APV has taken a keen sideways glance from its liquid food interests by last year's purchase of Baker Perkins, a UK maker of equipment for solid food processing, particularly confectionery, baking and cereals.

Pasilac, the Danish dairy food equipment maker, has also been absorbed by APV, together with four companies in ice cream machinery and novelty ice packaging. Vitaine, Promco, Douglas, and Glaxo.

A year ago APV acquired a controlling interest in Resisto, a West German valve maker which APV hopes will give it a better entry into the brewing industries of Germany and the US - the latter is rather keen on German-style brewing technology. These acquisitions have

helped double APV's turnover to about \$850m.

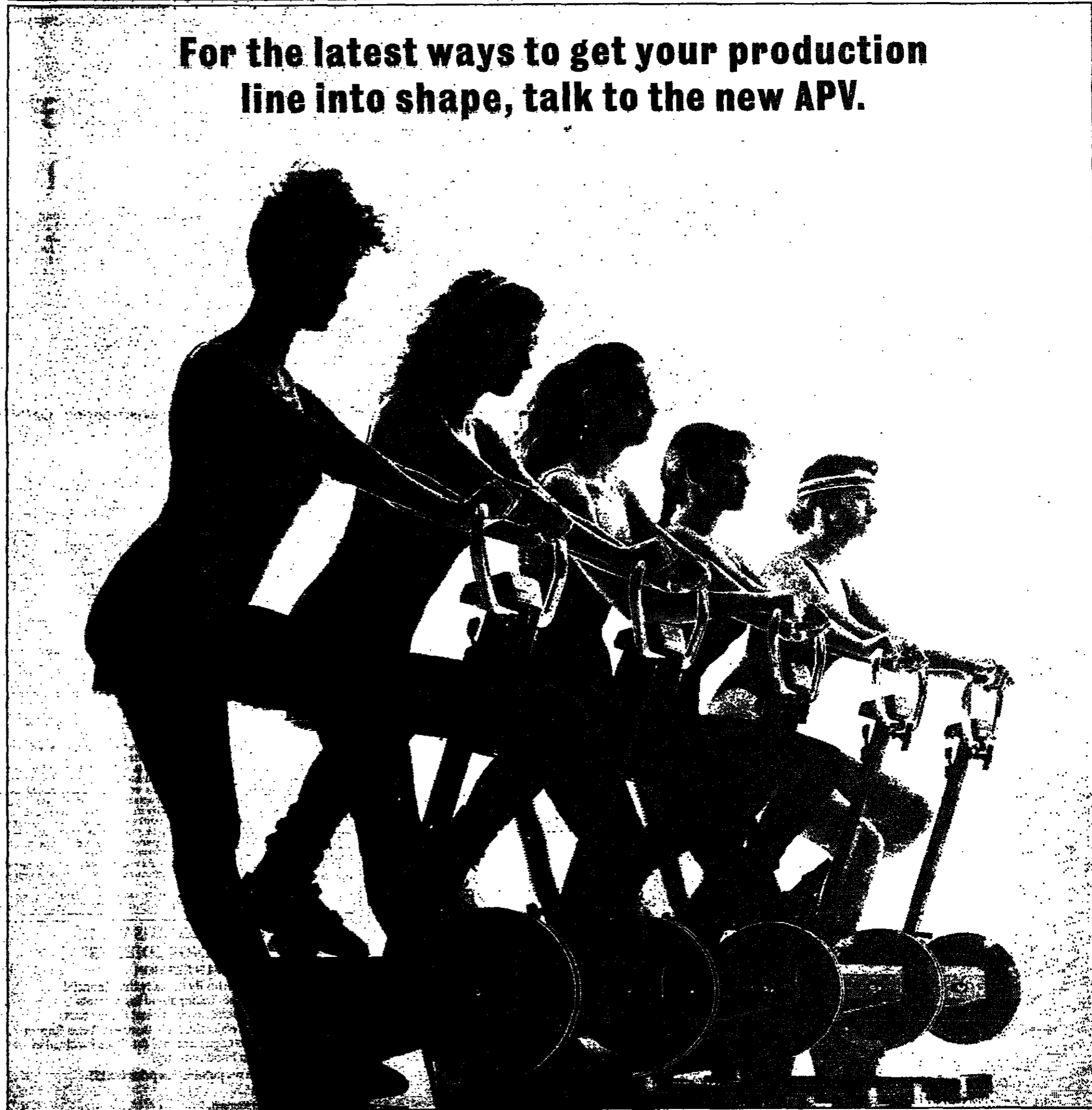
Alfa-Laval has not been as expansionary. Its purchases have added about 15 per cent to sales in the past two years or so. It has also withheld from making any sidestep into product areas in which it did not already have an interest.

Its acquisitions have included Forpage, a US producer of hamburger-making machines and Cashin, another confectionery food equipment builder. It has also bought several valve companies, a few of them - like Trilover and the British company SSP - supplying the food industry.

Many companies, particularly in the US and West Germany, remain independent and tough competitors.

But the moves towards greater consolidation of power through mergers and acquisitions is continuing to affect an increasing number of companies. Almost everyone in the industry believes this restructuring has still some way to go.

Nick Garnett



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FOOD 4

Lisa Wood reports on the response to consumer demands for 'healthy' food

Low fat, high fibre, with fewer Es

ASK BRITISH consumers about healthy eating and most will say they are concerned about it. At the same time, however, there is a move in Britain towards convenience foods and snacks. Britons, for example, last year munched their way through 5bn packets of crisps (see right) - a seven per cent increase on last year, according to the Snack Nuts and Crisps Manufacturing Association.

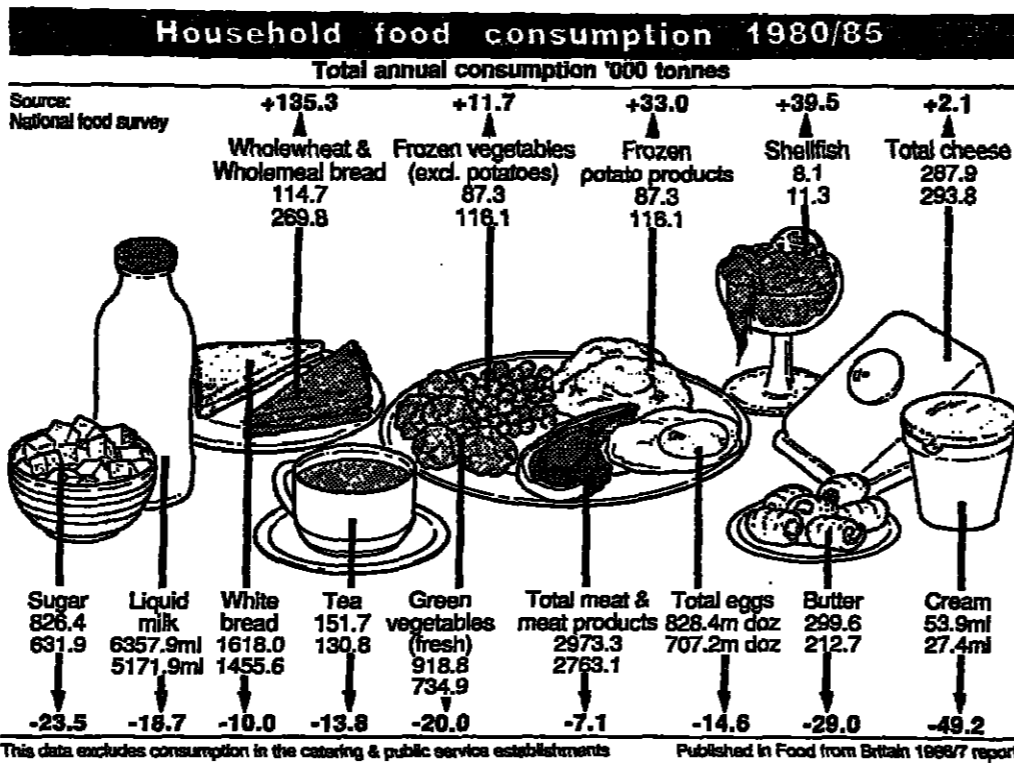
Not that convenience foods and healthy eating are necessarily irreconcilable. Dr Roger Whitehead, director of the Dunn Nutritional Unit in Cambridge, and a member of a new committee on recommended daily allowances of nutrients in food said: "People have tended to think that convenience foods must be nutritionally bad. In fact many are just as nutritious as fresh food, although in terms of taste they can be inferior."

The key to a healthy diet, said Dr Whitehead, was a balanced diet. The clearest guidance to date on what constitutes a balanced and healthy diet was provided in two important reports: from the National Advisory Committee on Nutritional Health (NACNE) in 1983, and from the Committee of Medical Aspects of Food Policy (COMA) in 1984. White NACNE's controversial report included recommenda-

tions on reducing sugar and salt - and increasing dietary fibre - and the more influential COMA report, which was accepted by the Government, recommended that total dietary fat content should be reduced to 35 per cent of all calories (the current average intake is 43 per cent). It also recommended that the amount of saturated fat should be reduced as a percentage of this.

Although many consumers are aware of these recommendations, it is far from easy to select a healthy meal from a variety of products proclaiming different levels of fat, sugar and salt. The task is made even more complex at times by information on food labels proclaiming that a product has x grams of protein, y grams of available carbohydrate and any number of kilojoules.

Trends in consumption patterns show that while the broad pattern of food purchases has remained roughly the same over the past 20 years marked changes have occurred in the consumption of individual foods. The Food and Drink Federation cites for example:
 • Consumption of low fat milks is growing seven times faster than the general market rate;
 • Purchase of fresh poultry has doubled;
 • Consumption of wholewheat



This data excludes consumption in the catering & public service establishments. Published in Food from Britain 1988/7 report



and wholemeal bread has risen sevenfold;
 • Sales of margarine high in polyunsaturates are growing 10 times faster than other margarine;
 • Consumption of fruit juices has risen sevenfold;
 • Sales of low calorie soft drinks are growing three times faster than their full sugar equivalents.
 These trends, along with increased consumption of vegetables, fruit and fish, have to be put into a class perspective. The Household Food Consumption and Expenditure survey pointed out that households where the family head is unemployed tend to spend less on food and eat different types of food from other households - they eat less fruit, poultry, cereals and vegetables and more white bread and processed food.
 Consumption patterns are affected by price, with many experts in the food industry believing the swing towards white meat and margarine has had as much to do with price as health.
 Nevertheless, according to Euromonitor's latest report on Healthy Foods and Healthy Eating, manufacturers and retailers have responded vigorously to changing consumer demands for low fat, high fibre foods with fewer additives - the latter trend being fuelled by the



Snack foods

Appetite grows for the convenience crunch

A CHANGE in eating habits, with a general trend away from fixed, regular meals towards convenience eating, has been a major contributor to the growth of the UK snacks market.
 Snacks, including crisps, nuts and savoury snacks and cereal bars showed an estimated seven per cent growth in value in 1987, with the total market valued at over £1bn by Leatherhead Food RA, the food research organisation.
 It is a momentum which the major manufacturers, including Nabisco (Smith's and Walker's), United Biscuits (KP), and Dalgely, which entered the market with its purchase of Golden Wonder in 1986, expect to be maintained, with the current domination of the three major manufacturers continuing.
 Mr David Hearn, managing director of Smith's Crisps, a snacks division of Nabisco Brands, said: "The market place is continuing to grow in total, with a trend towards the major companies which are driving the market with new products. There will still be room for a number of smaller competitors although the market will be tough for them."
 Bowntree, one of the smaller snacks manufacturers, announced recently it was selling its UK snacks business.
 Crisps, the "traditional" snacks, make up the market's largest sector. This was estimated to be worth £635m in 1987 and accounted for around 60 per cent of total snack food sales. However, more recent product innovations in segments such as savoury snacks are forces behind the industry's growth.
 It is estimated that in Britain 100 bags of crisps, on average, are consumed by every man, woman and child each year. Given that the market is concentrated in the 5-25-year-old age group, the object is to intersperse core products with a variety of others.
 Savoury snacks, generally manufactured from reconstituted maize or potato flour extruded to create a range of shapes and textures, have been

among the most innovative in healthy eating has been another catalyst in new product development, with snack food manufacturers being forced to re-assess their products in the light of the debate over fat, dietary fibre, salt and additives.
 New products taking these concerns into account include KP's Low Fat crisps, Jacket Potato Crisps made with unpeeled potatoes, and additive-free savoury products including Wotsits. According to Brian Carley, marketing director of KP, products like KP's Low Fat crisps have helped to increase the market rather than taking a share from existing products.
 There is some disquiet, however, in the industry - as there is in other sectors of the food industry - about public anxiety relating to E-numbered additives. Mr Price said: "E numbers are the best-researched additives in the world. The public perception is unfortunate."
 "We, however, as a company are producing as much as we can that is additive-free. In Pot Noodles, for example, we are using 20 additives compared with 10 before."
 Manufacturers have to satisfy consumer demand and have been able to exploit particular market growth sectors. They believe that the public perception of nutritional quality is vital to the growth of the sector and so have been keen to dispel fears which manufacturers may have over their future success."
 Consumer concern about

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The Park/Sheffield Crucible

Michael Coveney

All hail to the Sheffield Crucible for presenting one of the most extraordinary and hypnically disturbing European plays of the past few years. Both Strauss's 1983 re-working of A Midsummer Night's Dream has been seen all over Germany and in many European capitals since its premiere in Munich. It has been vigorously translated for Sheffield by Nick Miller and Anthony Vivas, and bravely directed by Steven Fimlott and Claire Venables.

The aphrodisiac linking these scabrously barking automatons with the downstage world of mossy sensuality and forgotten idyll is a piece of micro-art, an emblem gratified by an offstage amulet. The well-heeled passion-fancier's market has been flooded with these pornographic icons, mass-produced by the tormented Puck figure, Cyprian.



Vivien Heilbron

Sponsorship Dancing in the City

Last Wednesday eighty City types - merchant bankers, stockbrokers, accountants, and that ilk - became investors in the future of modern dance. They each bought a minimum share of £50 in the talent of four choreographers who, with the money raised, will now go off and devise new works for a season to be held in September at The Place, close by Euston Station.

The collapse in the world's stock markets should be bad news for arts sponsorship. This is the most painless area in which companies can save money. In the event there has been little reaction. More companies might now think twice about new commitments, but nothing of note has been cancelled; perhaps the sums involved are too small; perhaps the bad publicity from a withdrawal outweighs the financial outlay.

Architecture/Colin Amery

Contemporary dilemmas of style

An important book was published recently: The Dilemma of Style. Architectural ideas from the Picturesque to the Post Modern (by J. Mordaunt Crook, published by John Murray, £25.00).

Architecture as service replacing architecture as art. But that is only part of the story. The giants of the modern movement like Mies van der Rohe and Le Corbusier considered themselves to be artists as well as social engineers.

The Secret Life/Orange Tree

Martin Hoyle

One of the theatre's minor mysteries is why Harley Granville Barker, actor, director, playwright, theorist and author of the still insightful Prefaces to Shakespeare, should have given up writing drama relatively early in life, in his forties that is, when his vigorous active life of letters continued until he was nearly 70.

Cowboys/Watermans Arts Centre

Claire Armitstead

George Fish is a Leicester post-man running a vice-presidency of his local Western Society when he is not running for the throats of his Indian neighbours.

Its wildest dreams. A gettuer on the sidelines backs up the vultures and caddas, mustangs and gunfire that are evoked through voice and movement by the six-strong cast.

Australian Ballet to make London visit

John Simpson

The Australian Ballet will return to London after an absence of 12 years for a two week season at Covent Garden from July 26 - August 6.

Arts Guide

January 29-February 4

Music

LONDON

Philharmonia Orchestra conducted by Norman del Mar with Robert Cohen, cello; Muzart, Haydn and Tchaikovsky. Barbican Hall (Wed 19 55 55).

PARIS

Jean-Pierre Rampal, flute, accompanied by harpichord and piano; Bach, Fugler, Mozart, Telemann (Mon 6 30pm). TNP-Chatelet (42 33 44).

Novel Orchestre Philharmonique conducted by Marek Janowski, with Sefirid Jerusalem, Ther Adair and The Radio France Choir; Wagner's concert version of Parsifal (Tue, 6pm). TNP-Chatelet (42 33 44).

NETHERLANDS

Amsterdam, Concertgebouw. Recital Hall, The Archipel Trio: Albrechtsberger, Bach, Beethoven, Rossini (Tue). Thea van der Putten, soprano, accompanied by Henk Elzick; Prokofiev, Musorgsky, Mozart, Schumann (Wed). The Takacs Quartet; Haydn, Bartok, Brahms (Thu). (71 83 45).

ITALY

Rome, Auditorium in via Della Conciliazione. Yvonne Talmi conducts Brahms with violinist Ugo

NEW YORK

Cleveland Orchestra. Vladimir Ashkenazy conducting with Franklin Cohen on clarinet. Sibelius, Mozart, Ravel (Wed). Carnegie Hall (24 7800).

Da Capo Chamber Players. A James Joyce birthday celebration with works by John Buller, Stephen King, and others. (Thu). 1395 Lexington Av (83 9803).

Rotterdam, Doelen. Bach cantatas performed by the Amsterdam Baroque Orchestra conducted by Ton Koopman (Tue). Recital Hall: The Bulgarian Chamber Orchestra conducted by Jordan Dabov, with Ben-Erik Gostafsson, cello; Purcell, Haydn, Dvorak, Tchaikovsky (Mon). Netherlands Chamber Choir conducted by Philippe van Herreweghe; Sverdrup, Gabrieli, Schlegel (Tue). (41 24 90).

Utrecht, Vredenburg. Bach cantatas performed by the Amsterdam Baroque Orchestra with the Ghent Collegium Vocale and vocalists conducted by Ton Koopman (Thu). (31 45 44).

Eindhoven, Schouwburg. The Brabant Orchestra conducted by Henk Elzick; Prokofiev, Sibelius, Liszt, Bartok, Mendelssohn (Tue). (11 11 22).

Groningen, Oostpoort. Piano recital by Gregor Nardis; Beethoven, Chopin (Thu). (15 10 44).

Saleroom/Antony Thorncroft Ambassador's argent

The first major sale of the year in London takes place at Sotheby's on Thursday when silverware and other objects from the saleroom hopes that dealers will be bidding keenly in an attempt to stock up after a successful few days at the International Silver and Jewellery Fair which ends today at the Dorchester.

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FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

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Andrew Taylor looks at difficulties facing private finance for major construction projects

Too many bridges to cross

THE SPIRIT of the entrepreneurs who built the Victorian era's railways is being reawakened as governments worldwide encourage private investors to finance and run public services such as roads, railways, power stations, water and sewerage plants. But in Britain, despite the successful beginning to the Channel Tunnel project, other privately financed projects have been slow to get off the ground.

The reasons for the new era of private infrastructure development are simple. Governments everywhere are keen to reduce public borrowing. Construction companies want to offset the drop in export orders, down by more than a third since 1981 as developed and developing nations have sought to reduce public spending. Both sides share a common interest in encouraging private sector finance.

A few examples give some of the flavour of the new wave of projects. In Hong Kong, the large Japanese construction group Kumagai Gumi is leading a consortium which is financing a \$385m (£216m) road and rail tunnel under Hong Kong harbour. In Australia the same company is raising private finance to build a tunnel under Sydney harbour.

In Toronto, the US aerospace company Lockheed, in partnership with Ruag-Danczak, Canadian developers, has won a concession to finance and operate a \$355m third terminal at the city's international airport. The latter is desperately seeking private investment for a whole range of public works; many cities in the US have plans to tap private finance to help pay for public services.

And in Europe, the biggest of all privately financed infrastructure projects, the Channel tunnel, is now under way. Eurotunnel, the Anglo-French group which will run the project, has raised \$6bn in loans, standby credits and equity.

Despite this success, the British Government's experience of getting such ventures started has been mixed - surprisingly so for an administration which champions private enterprise. Contractors are beginning to question whether it is worth the expense of preparing costly engineering and financial proposals if the projects face so many problems. There are three main issues involved.

The first is the strict test the Treasury applies to ensure that the projects represent value for money. Several schemes have foundered on the rock of Treasury opposition. These include a new Black Country toll road by Tarmac in the West Midlands; an East Anglian sewerage scheme at Flit Fen; and the private financing of the Westminster conference and exhibition centre. So far only the conference centre has been built, using public money.

Other projects have gone ahead despite Treasury protests. Trafalgar House, for instance, Treasury officials tried, once the project had been approved over their opposition, to deduct the cost of the bridge from the public sector transport budget.

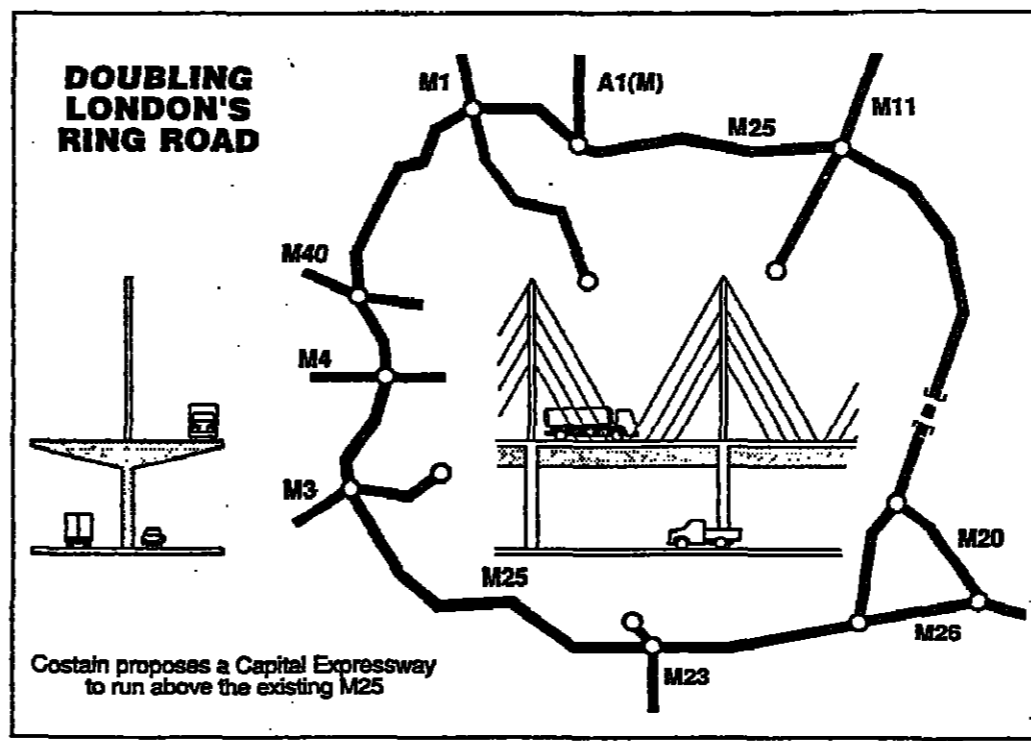
public infrastructure and services were established in 1981 by a working party under the chairmanship of Sir William Byrie, then a senior Treasury official. The "Byrie Rules" stipulate:

Contractors question whether preparation of costly engineering proposals is worth the expense

Contractors say the wording of the rules makes it virtually impossible for any project to be approved. It is very difficult to identify private sector savings which could not, technically, be achieved under public management.

A second concern is that, even if a project is approved, the Treasury insists that it should be offset by a corresponding reduction in government spending. In the case of the Dartford Bridge, for instance, Treasury officials tried, once the project had been approved over their opposition, to deduct the cost of the bridge from the public sector transport budget.

In this instance, they were not successful. But the Treasury's insistence that privately funded projects should not be used as a lever to raise national expenditure on infrastructure removes much of the incentive for construction companies. They are anxious



to increase their overall workloads: if privately financed projects are not going to free money to be spent in the public sector, all the less reason to propose them.

The third issue is the uncertainty of dealing with governments and politicians. MPs sitting on the special select committee hearing the Dartford Crossing Bill have voted to include a wind-aided on the new bridge. Trafalgar

companies, was formed. Despite their complaints, British contractors are pushing ahead with a number of projects. Just before Christmas, Richard Costain, the mining and construction group, announced proposals for a new generation of privately funded transport projects, including a second deck on the M25 motorway that rings London, and a 16-mile highway under the heart of the capital.

Other companies - such as Tarmac, Wimpey and John Mowlem - have formed consortia to build privately financed prisons and hospitals. Trafalgar House, the British construction property and shipping group, has already laid plans to take advantage of government proposals to privatise the electricity supply industry and the water industry.

One of the most promising areas for private finance - in Britain and abroad - is the construction of underground and light rail systems. Schroders, for instance, is currently advising a consortium of Japanese and French companies bidding for a private sector mass transit system in Bangkok.

Although such transit schemes, in Britain and abroad, increasingly involve private finance, most will require some form of public subsidy, either in the form of land or cash.

Beyond the Welfare State

By Ralph Harris

THE TERM "welfare state" has become a question-begging slogan to justify increasing public (political) spending in ways that evidently yield diminishing returns. It has grown wondrously since 1945, not so much as an amiable Topsy but more like Jack's beanstalk which turned out to conceal an insatiable ogre.

In round terms the cost of state education, health services, housing and social security has escalated to above \$90bn, which is over half all government spending (£175bn), which accounts for half the national income.

Parrot cries for still more spending assume that increased inputs of cash must lead to a larger output of services. Yet elementary economic analysis tells why higher costs have not led to an equivalent increase in satisfaction. First, ponder the well-known inflation of costs associated with bureaucracy. Then allow that national control of education, health care and other services is subject to all the customary diseconomies of giantism, made worse by monopoly. Finally, reflect how the absence of pricing in "free" NHS, schools and universities undermines economy and accountability, to say nothing of the destruction of choice by conscripted patients, parents and pupils.

For all the amug, self-righteous talk about the "compassion" of the "caring professions," the reality is "producer capture." In recent years we have witnessed public "servants" including most teachers and some nurses exploit industrial power and moral blackmail to preserve comfortable practices, and obstruct efficiency.

In addition to the economic indictment of overblown state welfare, we have the threat of increasing political corruption. Thus government services are especially vulnerable to the single-issue pressure group, operating on weak politicians via the vote motive. Organised, informed, concentrated lobbies know how to orchestrate their case and prevail against the passive, ignorant dispersed consumer-taxpayer.

But towering above the economic and political defects is the moral indictment. Individuals are treated as objects of

paternalistic, condescending pity. Their independence is of no account and they are never responsible for their own circumstances. The result, even of generously conceived state welfare, has been to induce, deepen and prolong dependency - which turns out to be as addictive as drugs or drink and no less destructive of human will and welfare.

Throughout history most human welfare has come from the care of family and the spread of markets.

The perverse outcome of most state welfare follows from a key analytic distinction economists make between "income effect" and "price effect." Thus all subsidies intend to provide a beneficial income effect of increasing the spending power of the recipient. But this assistance also has the unintended, harmful price effect of raising the incentive to qualify for the subsidy or benefit, by remaining - or becoming - "unemployed," or "poor," or "homeless," or even "ill." Who honestly doubts that the dramatic increase in unmarried mothers owes much to the special payments and priority housing won by the pressure group for that anatomical curiosity of "single-parent" families?

The policies that would follow from such a critique are far-removed from the natural political impulse to buy-off (for how long?) every grievance with more of other people's money. The watchwords for the future would rather be self-help, mutual aid, competitive supply, paying for choice, private insurance, prudence and thrift.

Continued unconditional subsidies in cash or kind would increasingly be confined to deserving victims of adversity. For others short-term relief could be accompanied with counselling, pastoral care and good neighbourliness.

Radical reconstruction would thus be informed by a new moral consensus such as operates in Switzerland and is beginning to emerge in the US after the failure of the "war on poverty."

The author is chairman of the Institute of Economic Affairs. His paper, Beyond the Welfare State, is published today by the IEA, price £2.

Measurements matter

From Mr Malcolm Levitt.
Sir, Your article "A Diet for Leviathan" (January 20) contains several references to a study of public expenditure which I supervised, but misleads your readers on the issues involved. The major theme of the book - that the public sector has already demonstrated significant productivity growth and that considerable scope for improved efficiency remains - is not addressed.

Less protection might encourage EC firms to be more competitive

From Mr David Saunders.
When presented with a prescription for intervention like that in Mr Burton's article on inward investment (FT, January 27), it is always helpful to consider what its implementation would imply.

Letters to the Editor

Direct elections are unrealistic

From Mr Julian Huxford.
I cannot agree with your view (January 20) that the least we can do for Hong Kong is to inflict democracy in the form of direct elections, initially to some of the Legco seats.

Less protection might encourage EC firms to be more competitive

The main effect would be a transfer of R and D activity from local to foreign-owned companies.

First straighten the priorities

From Mr A.M.C. Moore.
Sir, Samuel Brittan's comments (January 21) on public spending priorities strikes a local chord.

Less protection might encourage EC firms to be more competitive

they considered competitive, would he again expect the Commission to intervene in this commercial dispute?

LAMBERT SMITH HAMPTON: A NEW COMMERCIAL PRACTICE WITH A LONG TRACK RECORD

Seven leading commercial property practices have just joined forces. To form Lambert Smith Hampton.

Our members are all long-established. We cover every aspect of commercial property.

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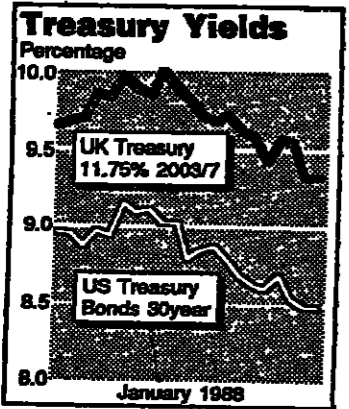
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33 Cavendish Square, London W1M 0AL. Telephone 01-975 1700. Fax 01-499 0818.
West End and City of London, Glasgow, Guildford, Leeds, Manchester, Sheffield, Thames Valley, Hong Kong, Paris.

UK GILTS

Strong institutional domestic demand

THE gilt-edged securities market extended its rally last week. Trading was good and the last few days of the week saw strong domestic institutional demand. Over the week more than at the long end rose more than a point to leave the yield on the Treasury 11 1/2 per cent 2003/07s at 9.38 per cent.



The relationship between the UK and US markets is indicated in the accompanying chart. Gilts have not followed US Treasuries all the way and there are many who believe that prices have some way to rise before they peak.

turn is that the authorities leave base rates unchanged for a while, but any deviation from that would be more likely to involve a rise than a fall. The meeting between the Bank of England's Mr Eddie George and Mr Ian Penderleith and senior representatives of the gilt-edged market last Thursday night appears to have settled the matter of gilt auctions but it is hard to see what, at this early stage, the 24 endorsed of the system.

The market makers' association will report back to the Bank on some technical refinements which it thinks could be made to the system but it appears that these are mainly to do with information flow after an auction.

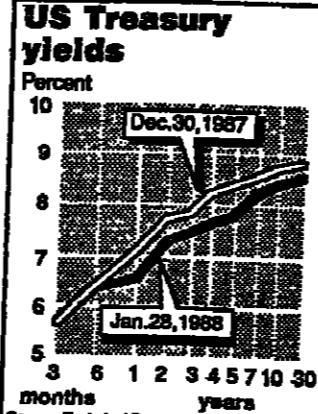
US MONEY AND CREDIT

Treasury market throws caution to the winds

US TREASURY bond yields have plunged to their lowest levels since June last year on belief that the US economy is decelerating sharply into the first quarter.

The market appeared to have thrown all caution to the winds as prices continued to move higher on Friday despite the imminence of the Treasury's \$27bn refunding which starts tomorrow with a \$9.5bn sale of three-year notes. Given the substantial decline in yields, normally one would expect the market to back off and start to worry about demand at the auction.

Meanwhile, Mr Davis, one of Switzerland's premier ski resorts and host to the World Economic Forum, governor Robert Heller gave a more measured view of Fed policy. He remarked that monetary policy has been appropriate and must continue to be carefully balanced to achieve the Fed's objectives of continued economic expansion and controlled inflation.



orders a notable exception. Citicorp's Thursday's GNP figures for the fourth quarter, showing a substantial build-up of inventories and a deflator number which showed lower than anticipated inflation.

To rise dramatically. On Friday, unemployment data for January will be published, with many economists looking for a rise of less than 200,000 in the non-farm payroll which would represent a marked deceleration in monthly job gains.

There is some scepticism in Tokyo that the Bank of Japan will be active in the auctions itself but there is no doubt that reports of its portfolio strategy in themselves have helped boost sentiment.

Money Market Services of Redwood City, California. Leading indicators (Tuesday 8.30am) are expected to have fallen 0.3 per cent in December with the range of forecasts from minus 1 per cent to plus 0.6 per cent.

Table: US MONEY MARKET RATES %

Table: US BOND PRICES AND YIELDS %

Table: NRI TOKYO BOND INDEX

two-year-old Paris futures exchange. The stockbroker is also considering a suit against Arbitrage SA, an associated company headed by Mr Jean-Marc Aletti, to which it subcon-

bleeding the treasuries of naive industrialists. The market has, in fact, performed remarkably well in difficult conditions, continuing to function through the most turbulent days of October.

Some market users, however, have become worried about the safety of using the market. The simplest danger is the buzzy but a broker simultaneously buys and sells the same number of contracts,

repeating the operation some time later when the price has moved. The operation yields an automatic profit on one side and a loss on the other, without any real risk, and is difficult to control.

Cogema appears to have left complete discretion to its agents without monitoring its account closely.

George Graham

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FT/AIBD INTERNATIONAL BOND SERVICE

Large table listing international bond service details, including columns for country, bond type, yield, and price.

Advertisement for Control Securities plc, £50,000,000 Secured Mortgage Finance Facility, including logos and contact information for Sumitomo Trust & Banking Company, Limited.

STANDARD BOND: Yield to redemption of the mid-price. Amount shown is expressed in millions of currency units except for Yen bonds, where it is in billions.

Amoco clears Dome hurdle

By Robert Gibbons in Montreal
AMOCO CANADA has cleared one of the final hurdles to its \$3.5bn (US\$4.3bn) acquisition of Dome Petroleum...

Meanwhile, Amoco in the US reported 1987 net earnings of \$1.36bn or \$5.31 a share...

Novas, a large Calgary energy and chemical group, is seeking effective control of Polysar Energy and Chemical...

Novas, which recently bought Union Carbide Canada's Ontario polyethylene plant, is offering C\$14 a share for 13m Polysar shares...

Cominco, Canada's largest lead and zinc producer, has reported a sharp upturn in fourth-quarter profit on the back of higher prices and sales volumes...

Earnings totalled C\$49.7m or 64 cents a share against just C\$1.4m (a loss of 3 cents a share) in 1987...

Magma Copper, the only "pure" US copper company, said its 1987 loss - so far unstated - is expected to increase by about \$26m because it had closed out forward sales contracts...

Nordstjernan seeks ABV control

BY SARA WEBB IN STOCKHOLM

NORDSTJERNAN, Sweden's largest privately-owned company, is bidding about SKr2.2bn (\$356.3m) to take full control of ABV, the country's second largest construction group...

Nordstjernan, which has interests in shipping, construction, property and steel - aims to combine ABV with its own Johnson Construction (JCC), challenging Skanska, Sweden's leading building and construction group...

As Nordstjernan is offering either cash or a combination of shares and cash to ABV shareholders, the deal would help to widen the ownership structure of the group and enable it to apply for a stock exchange listing...

Over the last few years Nordstjernan has been restructured, turning a loss of SKr150m in 1984 to a forecast profit of SKr650m for 1987...

The Johnson family owns 75 per cent of the capital and controls 96 per cent of the votes but, if the bid succeeds, the family's voting stake would be reduced to about 57 per cent...

The pure cash offer of SKr325 a share represents a premium of about 8 per cent on last week's closing price. In December, Nordstjernan bought a stake in ABV from Pronator, a consultancy group...

By contrast Skanska, with the same number of staff, is expected to show turnover in 1987 was SKr19bn with profits at SKr1.7bn.

On the company, Ferruzzi Agriicola, activities including sugar, starch, edible oils and proteins will be headed by the Eridania subsidiary...

In December, Mr Gardini replaced Mr Mario Schimberni as chairman of Montedison, the chemicals company in which Ferruzzi has a controlling stake...

Mr Gardini said that the measures will allow a significant reduction in Montedison's debt which is high as a result of acquisitions made during 1987.

Ferruzzi Finanziaria is to seek a stock market listing. However, the Ferruzzi family, currently the sole shareholder, has decided to set up a limited partnership which will hold all the family's shares...

However, the bid has already met with opposition from significant shareholders in ABV, including the Fourth National Pension Fund and the ABV employees' pension and share funds...

With JCC already ranking fourth in the building industry, Nordstjernan claims the new group would have a turnover of SKr27bn, profits of SKr900m, and 30,000 employees.

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Strong sales lift income at McDonnell Douglas

BY JANET BUSH IN NEW YORK

MCDONNELL DOUGLAS, the St Louis-based aerospace and defence manufacturer, shrugged off a decline in combat aircraft sales to boost earnings in 1987...

Firm sales of transport aircraft, space and information systems and missiles helped net earnings climb to \$315m or \$7.75 a share, compared with \$277.5 or \$6.86 a share in 1986...

In the final three months the company reported net earnings steady at \$92.6m, although on a per-share basis they rose to \$2.32 from \$2.29...

Shareholders will receive 15 shares in Ferruzzi Finanziaria for every four in Iniziativa. Montedison shareholders will be given the opportunity of buying the shares which Montedison will hold in Ferruzzi Finanziaria following the transfer of Iniziativa...

The sale of the company's interest in an aircraft leasing business brought in another \$12m. McDonnell Douglas noted that the costs of developing its new MD-11 jetliner and cost production associated with problems of its MD-80 jetliners continued to slow earnings...

The company's combat aircraft earnings declined substantially due to production problems and increased research and development spending on the US Air Force's tactical fighter. The write-off of investments and costs associated with restructuring and consolidation of product lines contributed to a fourth-quarter decline in the information systems group.

before extraordinary items of NKr450m (\$70.6m) for 1987, its first year as a merged entity. Combined 1986 earnings for the two components were NKr404m.

The latest period drew further benefit from special gains of NKr300m from asset disposals.

Skandia, the Swedish insurance company, lifted pre-tax profit 15 per cent to SKr1bn last year, from SKr871m. It attributed the improvement to lower operating costs and higher return on capital...

Special gains from asset sales fell to SKr252m from SKr646m, but the company registered a SKr685m credit by correcting the value of shares acquired in a purchase.

Ferruzzi reorganisation safeguards family's grip

BY DAVID LANE IN MILAN

FERRUZZI, the Italian agricultural group headed by Raul Gardini, is reorganising its subsidiaries in an operation which will involve mergers, the transfer of assets and share offers...

In December, Mr Gardini replaced Mr Mario Schimberni as chairman of Montedison, the chemicals company in which Ferruzzi has a controlling stake...

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The company also issued another set of results, adjusted downwards by various accounting changes and tax charges, to provide comparability with pro-forma profits that Conrail would have earned in 1986 had it then been in private ownership...

On this pro-forma calculation, Conrail's net income was \$75m or \$1.08 in the last quarter, compared with \$59m or 85 cents a year earlier. Its annual pro-forma income was \$250m or \$3.62, compared with \$208m or \$3.01.

Conrail's revenues increased 5.9 per cent in the fourth quarter to \$940m, while full-year revenues were 3.3 per cent higher at \$3.25bn. In volume terms, tariff tonne miles increased by 10.4 per cent in the fourth quarter.

The breakdown of Conrail's traffic by industry closely reflected shifts in the US economy's sectoral performance. The fastest growth came from metals and related products, up 53 per cent, with coal up 13 per cent and chemicals up 9 per cent.

Automotive and vehicle traffic declined by 2 per cent, reflecting the downturn in the US motor industry.

Conrail reports earnings of \$299m for full year

BY OUR NEW YORK STAFF

CONSOLIDATED RAIL, the former nationalised US railroad company floated on the stock market last March, made net profits of \$75m or \$1.15 in the fourth quarter and \$299m or \$4.34 a share in 1987.

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BY OUR NEW YORK STAFF

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrowers, Amount m., Maturity, Av. life years, Coupon %, Price, Bank runner, Offer yield %.

G. OCHS · GERÄTE- UND BAU-FINANZ GMBH
a wholly owned subsidiary of THE ALLEN GROUP INC.
DM 110,000,000
Sale of Lease Portfolio
to LEASE PLAN DEUTSCHLAND GmbH
a wholly owned subsidiary of Lease Plan Holding N.V.
CONTINENTAL BANK
Continental Illinois National Bank and Trust Company of Chicago
Frankfurt Branch
Arranged by Continental Illinois Merchant Banking Group

TENNECO
Tenneco Inc.
\$3,575,000,000
Revolving Credit Facility
Funds Provided By
Bank of America NT&SA
Bankers Trust Company
The Chase Manhattan Bank, N.A.
Chemical Bank/Texas Commerce Bank, N.A.
Citibank, N.A.
Commerzbank AG
The First National Bank of Chicago
First Republic Bank Houston, N.A.
Algemene Bank Nederland N.V.
The Bank of New York
Amsterdam-Rotterdam Bank N.V.
Bank of Montreal
The Bank of Nova Scotia
BNP Finance Southwest Corporation
Barclays Bank PLC
Canadian Imperial Bank of Commerce
Credit Lyonnais
Ameritrust Company N.A.
The Northern Trust Company
Credit du Nord
Crestar Bank
The First National Bank of Boston
Harris Trust and Savings Bank
The Industrial Bank of Japan Trust Company
National Australia Bank Limited
Continental Illinois National Bank and Trust Company of Chicago
Manufacturers Hanover Trust Company
Morgan Guaranty Trust Company of New York
The Sumitomo Bank, LTD.
Swiss Bank Corporation
The Toronto-Dominion Bank
First Interstate Bank
The Fuji Bank, Ltd.
First City National Bank of Houston
MBank
Mellon Bank, N.A.
Midland Bank PLC
Security Pacific National Bank
Westpac Banking Corporation
Société Générale
National Bank of Detroit
National Westminster Bank PLC
NCNB National Bank of North Carolina
Pittsburgh National Bank
The Royal Bank of Canada
Signet Bank/Virginia
Sovran Bank, N.A.

UK COMPANY NEWS

Fiona Thompson on the changes and prospects at Manganese Bronze
A good first year for the new man

IT WAS a tough act for Jamie Borwick to follow Dennis Poore was larger than life - racing car driver, engineer, self taught lawyer and accountant...



Jamie Borwick with one of the company's taxis.

When Dennis Poore joined the board of Manganese Bronze in 1980 it was still making ships propellers for tankers and ocean liners...

Douglas looks for healthy increase

WITH PROFITS up 22 per cent at the interim stage, Robert M. Douglas, civil engineer and building contractor, is looking for a healthy improvement over the previous year's £4.6m for the full year...

Norcros £4.5m acquisition

BY ANDREW HILL. Norcros Group, the building supplies, print and packaging company, has bought Taylor Joberna, a West Midlands heating and plumbing merchant...

Lonrho returns fire in Fraser battle of words

BY CLAY HARRIS. Lonrho returned fire in the latest battle of words which erupted between Fraser and Fraser over comments at the retailer made on Thursday about its 1986-87 results...

Ariel Inds maintains recovery

Ariel Industries, Leicester-based maker of industrial fasteners and light engineering products, continued the recovery made in the second half last year, with pre-tax profits of £184,100 for the six months ended September 30 1987...

James Ferguson interim profit

On turnover greatly increased by acquisitions from £28,900 to £9.8m, James Ferguson Holdings made an interim pre-tax profit of £187,000, compared with a loss last time of £651,000...

Cowan de Groot halved as dealing losses hit

ALTHOUGH turnover rose from £206m to £22.53m, pre-tax profit at Cowan de Groot, importer and maker of toys and electrical wholesaler, fell by 50 per cent to £440,000 in the half ended October 31 1987 against a previous £875,000...

Wholesale Fittings 13% ahead

Wholesale Fittings, Essex-based electrical distributor, continued to show growth, reporting a 13 per cent rise in pre-tax profits from £2.52m to £2.86m for the half-year to October 23 1987...

Shield shows strong growth with 73% rise

STRONG GROWTH continued at the Shield Group, North London property developer, which reported a 73 per cent increase in pre-tax profits from £476,000 to £821,000 for the six months to September 30 1987...

Kenyon expands further

Kenyon Securities, a funeral director quoted on the USM, is to purchase Browns of Belfast, funeral director, as well as four other small undertaking businesses since the March year-end...

PENDING DIVIDENDS

Dates when some of the more important company dividend statements may be expected in the next few weeks are given in the following table. The dates shown are those of the board meetings (indicated thus *) when the forthcoming dividends (indicated thus **) have been officially notified.

Table with columns: Company Name, Dividend Date, Dividend Amount. Includes entries for Barclays, Commercial, and others.

REGIONAL DEVELOPMENT: The Financial Times proposes to publish a Survey on the above on THURSDAY 28TH JANUARY 1988.

CHESHIRE: The Financial Times proposes to publish a Survey on the above on FRIDAY 26TH FEBRUARY 1988.

CAPITAL MARKETS WORKSHOP: The important 3-day workshop will benefit all those responsible for assessing capital markets activities...

DOUGLAS INTERIM STATEMENT: The unaudited results for the half year to 30th September, 1987 are as follows: Turnover £87,468, Profit on ordinary activities before taxation £2,175...

Petroleos Mexicanos U.S. \$100,000.00 Floating Rate Notes due 1988: Notice of Change of Specified Office of the Fiscal Agent.

NEW INTEREST RATE: House Mortgage Rate. Midland Bank announces that, with effect from Monday, 1 February 1988 its House Mortgage Rate will increase by 0.55% to 10.3% per annum.

MANUFACTURERS HANOVER AUSTRALIA LIMITED: AS125,000,000. Guaranteed Floating Rate Notes due 1992.

THE BANK OF NOVA SCOTIA: (A Canadian Chartered Bank) £100,000,000 Floating Rate Debentures 2000.

FINANCIAL TIMES STOCK INDICES: Table with columns for Government Secs, Fixed Interest, Ordinary, Gold Mines, FT-All Share, FT-SE 100 and sub-columns for Jan 29, Jan 28, Jan 27, Jan 26, Jan 25, Jan 22, High, Low, Since Completion, Low.

NEWPORT: The Financial Times proposes to publish a Survey on the above on MONDAY 28TH MARCH 1988.

CLIVE RADFORD: 150 Main Street, Westbury, Wiltshire, BA13 3AG.

THE INDUSTRIAL BANK OF JAPAN TRUST COMPANY: On behalf of Petroleos Mexicanos.

THE BANK OF NOVA SCOTIA: Floating Rate Debentures 2000. For the three months 29th January, 1988 to 29th April, 1988 the Debentures will bear an interest rate of 8.9125% per annum...

MANAGEMENT

THE ISSUE of union recognition was, in Nissan's early days, always at the forefront of media questioning. So it was with Nissan management.

Indeed, with any inward investor, a comprehensive review of labour relations in the various potential locations forms a significant part of the investment decision-making process. And, inevitably, the issue of whether or not to opt for trade union recognition comes to the fore.

A number of factors weigh in favour of trade union recognition. All employees have the legal right to belong or not to belong to a trade union and, whatever views an employer may have, there is nothing he can legally do to prevent employees joining a union (as opposed to recognising the union which is a different issue).

Both Continental Can in north Wales and Nissan in the north-east were establishing themselves in areas with strong traditional links with the trade union and Labour movement. Many of the people recruited would be trade union members who would bring their membership with them even if their unions were not recognised.

In particular, craftsmen are loath to give up their membership, for while until very recently the days of many of the financial benefits have gone, the craft card remains to many a symbol of pride and achievement.

It was also important that trade union officials had been involved in discussions with the companies prior to the final decisions being made. Indeed, the Northern Region TUC had taken the policy decision that were Nissan to select the north-east and determine that it wanted a single union deal, then the unions not recognised would respect that decision.

This, combined with the many statements welcoming the companies, would have meant that a non-union decision would have been a very real slap in the face and, almost certainly, would have been interpreted by the unions as a declaration of war.

Thus, both Continental and Nissan, by going down this route, would have been faced with a situation where, in strong union areas, union members would be recruited who very soon would have registered claims for union recognition - and would be denied such recognition. There was every chance of the cases becoming causes célèbres and at the time Continental could have been

In 1985, Nissan, the Japanese car manufacturer, reached a single-union recognition and operating deal for its Washington, Tyne and Wear, factory, which was hailed as revolutionary for the British motor industry. Peter Wickens, personnel director at Nissan and previously at Continental Can in north Wales, negotiated the agreement for the company. Here, in the first of two extracts from his new book, *The Road to Nissan*, he describes how and why Nissan decided on the union rather than the non-union route

Why Nissan believed unity lay in a single union deal



taken down the ACAS route with a compulsory ballot and probably a final decision in favour of recognition.

In the case of Nissan, with the Conservative government's legislative changes, that possibility was not open to the trade unions but the company was very much more in the public eye and there is no doubt that it would have been regarded as a target by the whole trade union movement.

While, under the new legislation, a defence through the courts was possible, it was never a real alternative to enter a route which would lead to a long period of acrimony and pressure from all manner of sources.

And this, at the critical start-up period, would detract from the essential task of building high quality motor cars with the development of innovative and constructive relationships.

As important as this, however, was where we would end up. In both companies we wished to develop, in addition to harmonious relations, flexibility and common terms and conditions of employment. All of this pointed to one trade union. The view in both Continental and Nissan was that if we sought to be non-union we could end up in a multi-union situation.

Recognition claims would come from a variety of trade unions - skilled and unskilled, engineering, supervisory and administrative. There would then have rapidly developed a situation which would be difficult to control.

Therefore on a rational basis both Continental and Nissan made the decision to recognise trade unionism. But in both cases there were many who simply felt it was the right thing to do - that people have the right to join a union, that the company should recognise the union and people should join the union which represents them. The issue of principle is simple.

Single status and flexibility

The next decision was one union or multi-union. Much of the thinking on this developed through the union/non-union analysis. We were aiming for unity of purpose; for single status and for complete flexibility.

Different unions have different interests and while they might indicate that they are prepared to sit down together, there are enough examples in virtually every manufacturing company in the UK to make it absolutely certain that such unity would have but a short life.

Sooner or later something would happen and one group would claim that its differential had been eroded or that the less skilled had trespassed too far on the more skilled person's work, or vice versa, and the unity which in principle was great, in practice would dissolve in mutual recriminations.

We also realised that if we recognised two unions the logical base for single unionism would be eroded. If we accepted that there could be one union for the skilled and one for the semi-skilled why could there not be another for the clerks, another for the supervisors and another for the engineers?

Again this would mitigate against what we were trying to achieve and while not an immediate disaster would at some time in the future result in a tendency at best to pull apart and at worst to break the unity that was our target.

The actual process of selecting a trade union (and the use of that phrase "selecting a trade union" is anathema to many in the union movement, being disparagingly described by some as "a beauty contest") was virtually identical in both Continental and Nissan.

In Continental the starting-off point was some very early advice "Talk to every union that could conceivably have an interest in representing your employees and then make a decision as to which union best fits Continental - those not selected will respect that decision."

In the industrial areas of both south and north Wales a number of companies had developed single union agreements by going down this

route and provided the non-selected unions were satisfied that they had been given a fair opportunity of laying claim to negotiating rights then, while they might not like the company's decision, they would accept it.

Again, it was emphasised to us that it would be the company's decision. This also met with some initial incredulity. However, accepting that the advice was based on an experience which had proved in the past to be successful, Continental wisely decided to accept it and also to conduct such discussions under the auspices of the Welsh TUC.

A decision on which union is not made solely on the attitude of the officials to the draft agreement. Before arriving at the meetings both trade unions and management are sensible if they do their homework.

However good the objective evidence may be on paper, if the assessment does not "feel" right, the decision may go another way. Particularly in matters relating to industrial relations so much depends on the "gut feel" of the negotiators which, while it may not be possible to express it in words, so often is the reason for decisions being made.

Most of the factors taken into account in making the union decisions were common to both Continental and Nissan. The national politics of the Union is a factor - is it on the left, right or centre? There is no doubt that at the

time of both the Continental and Nissan decisions the TGWU was regarded as the most left wing of the main contenders.

Under the leadership of Moss Evans and his policy of passing authority to the branches (and hence to the activists) the union had moved to the left.

The AEU and GMB are both regarded as right-inclined trade unions, but in no case did the national politics of the trade unions seriously enter into the decision-making process. Much more important when looking at the political spectrum is the attitude of the regions in which the company will be operating.

None of the main unions either in north Wales or the north-east could be described as being on the far left of union politics. The experience of the last few years, particularly in the development areas where the traditional industries have run down to a point of almost non-existence, has resulted in the development of an attitude among trade union officials that they must do everything possible to assist in attracting industry and commerce to their regions.

In both Continental and Nissan a comprehensive study was undertaken of industrial relations practices in the areas in which the companies were to start their operations.

From this process it emerged in north Wales that the TGWU was the front runner for, surprisingly, it came out that the TGWU in the area had, through its regional secretary, Jim Morris, led the way in developing single union agreements with a number of organisations and that all sections of the manual workforce were prepared to join the TGWU.

Gradually, then, during the investigation process the company concluded that the best decision was to recognise the TGWU as being the union to have sole bargaining rights on behalf of Continental employees. The aspect of people being willing to join the selected union was very important.

What Continental did not want was a situation in which it recognised the TGWU but significant proportions of its staff refused to join. At the time it was felt that while this might be the case in other parts of the country it was not so in north Wales - and this view proved to be correct.

The situation in Nissan was complicated by the media interest in the union question and the fact that there were three strong front runners in the north-east.

The largest union in the north-east is the GMB whose regional secretary Tom Burison is also chairman of the Northern TUC. As expected, the GMB is particularly strong in the public services and shipyards and has some single union or sole bargaining rights deals with north-eastern companies.

The TGWU is strong in transport and the docks and is represented in almost all companies in the area. Again, the TGWU has a number of single union deals in the north-east.

The AEU also has single union deals with a number of companies and is strong in the engineering sector and shipbuilding, and represents most mechanical craftsmen in virtually all companies. This, Nissan found, was a very significant point and one in which the north-east could be said to differ from north Wales.

In those companies where the TGWU or GMB had sole bargaining rights the craftsmen have generally remained as members of the AEU. In those companies where the AEU has sole bargaining rights the general workers have been prepared to join that union, not insisting on retaining the general workers' union membership.

Thus Nissan had in the north-east a situation which Continental expected in north Wales but did not find: that the craftsmen were less prepared to join a union they perceived to be "general" than the general workers were to join a union which they perceived to be "skilled".

"Perceived to be" are the operative words for the strict divisions between skilled and general unions no longer exist - both are able to and do recruit almost anybody who is prepared to join.

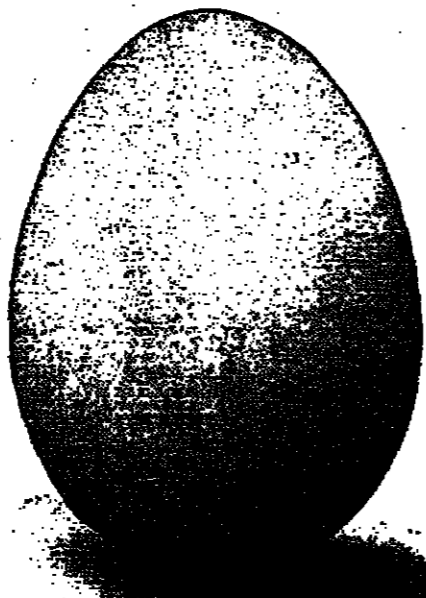
In the end, however, the Nissan decision to recognise the AEU came not from any assessment of the political tendencies of the unions, the numerical strength in the region or who would give us the best deal but from our judgment as to which union our employees were most likely to join.

We believed that with a single union more of our employees across the spectrum of occupations would join the AEU than the TGWU or GMB. A number of commentators have suggested other motives, laying particular emphasis on the supposed national moderation of the AEU as opposed to the TGWU.

But all such tendencies are transitory and to base a decision on such a factor would have led us down the wrong path. There simply was no ulterior motive in the Nissan decision.

Copyright Peter Wickens, 1987. Extracted from *The Road to Nissan* by Peter Wickens. Published by Macmillan Press on January 25 1988 at £29.50 (hard cover) and £12.55 (paperback)

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Professor Marcus Bayegan, President of EBI-Technology, is responsible for R & D and technology-based innovation in the EBI Corporation, one of Scandinavia's largest industrial groups. Dr Bayegan has, over 15 years, worked in a number of leading research institutions and universities such as the Norwegian Institute of Technology in Trondheim and Stanford University, California, and his vast management teaching experience includes periods spent at Jaron Barozan Associates in New York, the Institute of Organization and Development in Oslo, and the Sloan Management School in Boston. Author of a large number of international technical publications, Dr Bayegan is Professor at the Norwegian Institute of Technology.



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LONDON RECENT ISSUES

Table with columns: Name, Price, Change, etc. under the heading 'EQUITIES'.

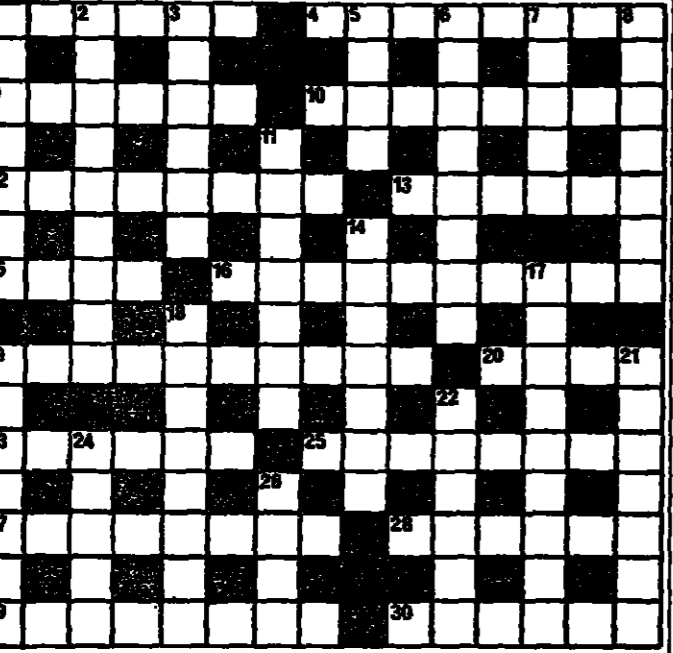
Table with columns: Name, Price, Change, etc. under the heading 'FIXED INTEREST STOCKS'.

Table with columns: Name, Price, Change, etc. under the heading 'RIGHTS OFFERS'.

'Old Soldiers Never Die...' advertisement for The Army Benevolent Fund, featuring an illustration of a soldier and a child.

MANCHESTER A CENTRE FOR FINANCIAL SERVICES advertisement, including contact information for Brian Heron.

FT CROSSWORD No.6,544 SET BY PROTEUS



- ACROSS and DOWN clues for the crossword puzzle, such as '1 Make violent effort in race (6)'.

AUTHORISED UNIT TRUSTS

Large table listing various unit trusts, their managers, and performance metrics.

Handwritten text at the bottom of the page: 150 من الاموال

FT UNIT TRUST INFORMATION SERVICE

Handwritten text: 10/11/88

Table listing various unit trusts under the heading 'Scottish Life Investments' and 'Scottish Widows'.

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Table listing various unit trusts under the heading 'Scottish Widows' and 'Scottish Life Investments'.

INSURANCES

Table listing various insurance policies and providers.

Table listing various insurance policies and providers.

Table listing various insurance policies and providers.

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Table listing various insurance policies and providers.

Table listing various insurance policies and providers.

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Manager, and other details.

BRITISH FUNDS

Table of British Funds, listing fund names, managers, and performance metrics.

BRITISH FUNDS - Contd

Continuation of British Funds table.

FOREIGN BONDS & RAILS

Table of Foreign Bonds & Rails, listing international investment options.

AMERICANS

Table of American Funds, listing US-based investment vehicles.

INT. BANK AND O'SEAS GOVT STERLING ISSUES

Table of International Bank and Overseas Government Sterling Issues.

CORPORATION LOANS

Table of Corporation Loans, listing corporate debt instruments.

COMMONWEALTH & AFRICAN LOANS

Table of Commonwealth & African Loans, listing debt from these regions.

LOANS

Table of Loans, listing various debt instruments.

Over Fifteen Years

Table of Over Fifteen Years, listing long-term investments.

Public Debt and Int.

Table of Public Debt and International, listing government securities.

Financial

Table of Financial, listing various financial instruments.

Money Market

Table of Money Market, listing short-term interest rate instruments.

Trust Funds

Table of Trust Funds, listing various trust-based investment vehicles.

Money Market Bank Accounts

Table of Money Market Bank Accounts, listing high-interest banking options.

UNIT TRUST NOTES

UNIT TRUST NOTES: Detailed text providing information and advice regarding unit trusts.

LONDON SHARE SERVICE

AMERICANS - Contd

Table listing American companies such as AMGEN, AMGEN PLC, AMGEN INC, etc., with columns for share price and other financial data.

CANADIANS

Table listing Canadian companies such as ALCOA, ALCOA INC, ALCOA CANADA, etc., with columns for share price and other financial data.

BANKS, HP & LEASING

Table listing financial institutions and leasing companies such as AMERISAFE, AMERISAFE INC, AMERISAFE CANADA, etc., with columns for share price and other financial data.

BEERS, WINES & SPIRITS

Table listing beverage companies such as ANHEUSER-BUSCH, ANHEUSER-BUSCH INC, ANHEUSER-BUSCH CANADA, etc., with columns for share price and other financial data.

BUILDING, TIMBER, ROADS

Table listing construction and infrastructure companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

BUILDING, TIMBER, ROADS

Table listing construction and infrastructure companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

CHEMICALS, PLASTICS

Table listing chemical and plastic companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

DRAPERY AND STORES

Table listing retail and drapery companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

DRAPERY AND STORES - Contd

Table listing retail and drapery companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

ELECTRICALS

Table listing electrical companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

Table listing electrical companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

FOOD, GROCERIES, ETC

Table listing food and grocery companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

HOTELS AND CATERERS

Table listing hotel and catering companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

INDUSTRIALS (Misc.)

Table listing miscellaneous industrial companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

ENGINEERING - Contd

Table listing engineering companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

INDUSTRIALS (Misc.) - Contd

Table listing miscellaneous industrial companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

INDUSTRIALS (Misc.) - Contd

Table listing miscellaneous industrial companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

INSURANCES

Table listing insurance companies such as AMEREN, AMEREN INC, AMEREN CANADA, etc., with columns for share price and other financial data.

Handwritten Arabic text at the bottom of the page.

LONDON SHARE SERVICE

Handwritten note: 104.10

INSURANCES - Contd

Table listing insurance companies and their share prices, including Royal Indemnity, London & Lancashire, and others.

PAPER, PRINTING, ADVERTISING - Contd

Table listing paper, printing, and advertising companies and their share prices, including Newsprint, Printers, and Advertisers.

TEXTILES - Contd

Table listing textile companies and their share prices, including various spinning and weaving firms.

TRUSTS, FINANCE, LAND - Contd

Table listing trusts, finance, and land companies and their share prices, including investment trusts and financial institutions.

OIL AND GAS - Contd

Table listing oil and gas companies and their share prices, including exploration and production firms.

MINES - Contd

Table listing mining companies and their share prices, including various metal and coal mines.

LEISURE

Table listing leisure companies and their share prices, including hotels, resorts, and entertainment firms.

PROPERTY

Table listing property companies and their share prices, including real estate and development firms.

TOBACCO

Table listing tobacco companies and their share prices.

TRUSTS, FINANCE, LAND

Table listing trusts, finance, and land companies and their share prices.

OVERSEAS TRADERS

Table listing overseas trading companies and their share prices.

PLANTATIONS

Table listing plantation companies and their share prices.

MOTORS, AIRCRAFT TRADES

Table listing motor and aircraft trade companies and their share prices.

COMMERCIAL VEHICLES

Table listing commercial vehicle companies and their share prices.

FINANCE, LAND, ETC

Table listing finance, land, and other companies and their share prices.

FINANCE, LAND, ETC

Table listing finance, land, and other companies and their share prices.

MINES

Table listing mining companies and their share prices.

THIRD MARKET

Table listing third market trading and their share prices.

NEWSPAPERS, PUBLISHERS

Table listing newspaper and publishing companies and their share prices.

SHIPPING

Table listing shipping companies and their share prices.

SHOES AND LEATHER

Table listing shoe and leather companies and their share prices.

OIL AND GAS

Table listing oil and gas companies and their share prices.

FINANCE

Table listing finance companies and their share prices.

NOTES

Notes section containing various financial notices, company announcements, and market commentary.

PAPER, PRINTING, ADVERTISING

Table listing paper, printing, and advertising companies and their share prices.

SOUTH AFRICANS

Table listing South African companies and their share prices.

TEXTILES

Table listing textile companies and their share prices.

OIL AND GAS

Table listing oil and gas companies and their share prices.

FINANCE

Table listing finance companies and their share prices.

REGIONAL & IRISH STOCKS

Table listing regional and Irish stocks and their share prices.

IRISH

Table listing Irish companies and their share prices.

TRADITIONAL OPTIONS

Table listing traditional options and their 3-month call rates.

WORLD STOCK MARKETS

NONS: UK

14.18 at Automotive... 17.18 at Utility Services... 10.28 at AN &... 0.14 at... Conference

Table with columns: Country, Stock Name, Price, Change. Includes sections for Australia, France, Italy, Sweden, and Switzerland.

Table with columns: Country, Stock Name, Price, Change. Includes sections for Germany, Japan, and the Netherlands.

Table with columns: Country, Stock Name, Price, Change. Includes sections for Belgium, Denmark, Finland, Greece, Hong Kong, India, and Korea.

Table with columns: Country, Stock Name, Price, Change. Includes sections for Malaysia, New Zealand, Norway, Singapore, South Africa, Taiwan, Thailand, and the Philippines.

Table with columns: Country, Stock Name, Price, Change. Includes sections for Australia, Canada, and the Netherlands.

Table with columns: Country, Stock Name, Price, Change. Includes sections for Australia, Canada, and the Netherlands.

Table with columns: Country, Stock Name, Price, Change. Includes sections for Australia, Canada, and the Netherlands.

Table with columns: Country, Stock Name, Price, Change. Includes sections for Australia, Canada, and the Netherlands.

Table with columns: Country, Stock Name, Price, Change. Includes sections for Australia, Canada, and the Netherlands.

CANADA

Table with columns: Stock Name, Price, Change. Includes section for Toronto Closing prices January 29.

OVER-THE-COUNTER

Table with columns: Stock Name, Price, Change. Includes section for Nasdaq national market closing prices, January 29.

MONTREAL

Table with columns: Stock Name, Price, Change. Includes section for Montreal Closing prices January 29.

INDICES

Table with columns: Index Name, Value, Change. Includes sections for New York, Dow Jones, and various international indices.

Advertisement for 'Travelling on Business?' featuring the Financial Times newspaper and listing hotels in Milan: Diana Majestic, Duca di Milano, Hotel Excelsior Gallia, Hilton Hotel, Hotel Michelangelo, Hotel Palazzo, Hotel Principe di Savoia.

Advertisement for 'Have your F.T. hand delivered...' at no extra charge, if you work in the business centres of LISBOA & PORTO. Contact: Lisboa 887844. Ask Roberto Alves for details.

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Closing prices, January 29

Main table of stock prices with columns for High, Low, Stock, and various price points. Includes sub-sections for D D D, H H H, and M M M.

Continued on Page 35

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NYSE COMPOSITE CLOSING PRICES

AMEX COMPOSITE CLOSING PRICES

Main NYSE Composite Closing Prices table with columns for stock symbols, prices, and changes. Includes sub-sections like 'Continued from Page 34' and 'Over-the-Counter'.

AMEX Composite Closing Prices table with columns for stock symbols, prices, and changes.

OVER-THE-COUNTER

Over-the-Counter market closing prices table with columns for stock symbols, prices, and changes.

Advertisement for Athens Financial Times featuring the headline 'Have your F.T. hand delivered...' and contact information for the Hellenic Distribution Agency.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Sterling M0 may be set to exceed its target ceiling

By Colin Millham

NARROWLY DEFINED M0 money supply is set to break out of its official target range, according to Mr Peter Spencer, UK economist at Credit Suisse First Boston.

This will tend to produce a sharp rise in the year-on-year rate in January this year, which CSFB estimates at 5.7 p.c. The target ceiling is 6 p.c., which will be exceeded in February, according to Mr Spencer.

Reaction to the US Treasury auction will be one of this week's main events, and after last week's news on US GNP

announcement will contain the first important figures for the New Year. GNP growth in the fourth quarter involved a very large rise in stock building.

Some economists believe the first quarter GNP figure could even be negative. January employment data will be the first guide of how marked the slow down is likely to be, and are generally regarded as among the more reliable of US statistics.

will be the level of growth in non-farm payrolls. A rise of less than 100,000 will point towards a marked slow down in industrial activity.

Morgan Grenfell forecasts an increase in non-farm employment of 120,000. James Capel, and Nomura Research Institute, expect 150,000, while Phillips and Drew goes for a higher figure of 260,000.

The only other major US statistical news will be tomorrow's leading indicators for December, but these are now regarded as historic.

E IN NEW YORK

Table with 3 columns: Jan 29, Close, Previous. Rows include 5 year, 10 year, 30 year, Forward premiums and discounts.

STERLING INDEX

Table with 3 columns: Jan 29, Close, Previous. Rows include 8.30, 10.00, 11.00, 12.00, 1.00, 2.00, 3.00, 4.00.

CURRENCY RATES

Table with 4 columns: Jan 29, Rate, Special Drawing Rights, European Currency Unit. Rows include Sterling, US Dollar, Canadian Dollar, etc.

CURRENCY MOVEMENTS

Table with 4 columns: Jan 29, Rate, Change, Previous. Rows include Sterling, US Dollar, Canadian Dollar, etc.

OTHER CURRENCIES

Table with 4 columns: Jan 29, Rate, Change, Previous. Rows include Argentina, Australia, Brazil, etc.

FORWARD RATES

Table with 4 columns: Jan 29, Rate, Change, Previous. Rows include US Dollar, French Fr, Swiss Fr, etc.

MONEY MARKETS

UK current account fears grow

ESTIMATES of the UK current account deficit for this year appear to be moving upwards. Nomura Research Institute's forecast has been revised up to \$4bn from \$3.5bn.

UK clearing bank base lending rate 8 1/2 per cent from December 4

UK official reserves, to be published tomorrow, will be the first indication of the level of Bank of England intervention during the month.

Most City economists seem to assume the authorities bought dollars in the early part of the month, as part of co-ordinated central bank intervention, but

were fairly relaxed about sterling's decline later in the month. Phillips and Drew, and Credit Suisse First Boston, believe support for the dollar was substantial and forecast a rise of \$1.5bn in reserves.

EXCHANGE CROSS RATES

Table with 4 columns: Jan 29, Rate, Change, Previous. Rows include DM, Yen, S Fr, etc.

WEEKLY CHANGE IN WORLD INTEREST RATES

Table with 4 columns: Jan 29, Rate, Change, Previous. Rows include LONDON, NEW YORK, TOKYO, BRUSSELS, AMSTERDAM.

NEW YORK

Table with 4 columns: Jan 29, Rate, Change, Previous. Rows include Prime rate, Broker loan rate, Fed funds, etc.

LONDON MONEY RATES

Table with 4 columns: Jan 29, Rate, Change, Previous. Rows include Interbank Offer, Prime rate, etc.

CURRENCY FUTURES

Table with 4 columns: Jan 29, Rate, Change, Previous. Rows include DM, Yen, S Fr, etc.

FT - ACTUARIES WORLD INDICES

Table with 4 columns: Jan 29, Rate, Change, Previous. Rows include Australia, Belgium, Canada, etc.

EUROPEAN OPTIONS EXCHANGE

Large table with multiple columns: Series, Vol, Last, etc. Rows include EURD C, EURD P, etc.

BASE LENDING RATES

Table with 4 columns: Bank, Rate, Change, Previous. Rows include ADB Bank, Adnan & Co, etc.

FT - ACTUARIES WORLD INDICES

Table with 4 columns: Jan 29, Rate, Change, Previous. Rows include Australia, Belgium, Canada, etc.

NOTICE TO HOLDERS OF OLYMPUS OPTICAL CO., LTD.

6% per cent Convertible Bonds 1997. Shareholders of Olympus Optical Co., Ltd. (the "Company") have approved the change of the Company's financial year-end from 31st October to 31st March.

CHANGE OF NAME

Following the implementation of the Banking Act 1987 WHITEAWAY, LAIDLAW & CO. LIMITED is pleased to announce that with effect from 1st FEBRUARY 1988 it has changed its name to

WHITEAWAY LAIDLAW BANK LIMITED

PO Box 93, Ambassador House. Devonshire St. North, Manchester M60 6BU. Tel: 061.273.3228 Telex: 667271 CHAPS 16-58-73 SWIFT WW LL GB 2M

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